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Guidebook for New Department Heads and Senior Managers

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Guidebook for New Department Heads and Senior Managers

Office of the City Administrator

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Edwin M. Lee

City Administrator



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July, 2010

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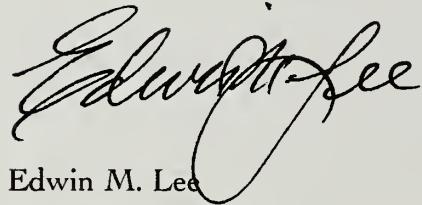
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FOREWORD

Welcome to our City government. I am pleased to present the 2010-2011 Guidebook For New Department Heads and Senior Managers. With its simple and straightforward narrative, the Guidebook provides an overview of the City and County of San Francisco's government structure as well as its rich and diverse history.

Although written as a primer for new department heads and managers, the Guidebook is truly a key reference for anyone interested in learning how this twenty-first century institution with mid-nineteenth century roots operates in a complex and ever-changing world.

We hope the Guidebook provides you with the information you need to achieve success and satisfaction during your tenure here.



Edwin M. Lee
City Administrator





I. Introduction

INTRODUCTION

WHY WAS THIS GUIDEBOOK WRITTEN?

Our City government is like a giant jigsaw puzzle. In building the puzzle, corners appear, details emerge, but the whole picture is not clear until all the pieces fit together. And so it goes with City government. It is a large, complicated entity, a bureaucracy of about 27,000 employees with laws, rules and regulations, that ministers to a highly diverse and political citizenry.

If you are new to the City, you will have a steep learning curve. Yes, the City makes available plenty of resource manuals, bulletins and memos, but there is so much to read and learn and absorb that trying to digest it all at once slows down your ability to comprehend the whole picture.

This introductory primer is intended to help new department heads and senior managers navigate the complexities of our City government. Although there are numerous sources of information available in electronic and other formats, trying to put all the organizational pieces together can be overwhelming. We hope that the Guidebook makes it less so.

ORGANIZATION OF THIS GUIDEBOOK

Our guiding principles were simple: select ten topics and keep it short. Procedures and descriptions are organized by general steps and include key exceptions.

In the Executive Summary section, each topic is covered in three pages or less. At the end of each summary, there is a reference section with source titles, phone numbers and websites to access additional information. Most of the topics have a corresponding section in the Section III, Appendices where readers can find more detailed information.

Our City government is dynamic, and information changes frequently. Consequently, we shall be updating the Guidebook periodically. Please let us know if the Guidebook is helpful. We welcome your suggestions and comments.



II. Executive Summaries



II. Executive Summaries

A. San Francisco Government History



SAN FRANCISCO GOVERNMENT HISTORY

In 1845, the pueblo of Yerba Buena was a sleepy village, dirty, dusty, muddy and inhabited by a couple hundred people, "a polyglot congregation of hustlers, vagabonds, eccentrics, hedonists and traders..." (Cole, p. 20)¹. On July 9, 1846, seventy soldiers and marines from the United States Ship Portsmouth came ashore, marched into the plaza, planted the Stars and Stripes and proclaimed Yerba Buena for the United States of America. On January 30, 1847, the appointed executive, Alcalde Lt. Washington Bartlett decreed that Yerba Buena, with its population now at 459, should henceforth be known as San Francisco.

In January, 1848, with James Marshall's discovery of gold at Coloma in the Sierra foothills, San Francisco's destiny was forged. The news traveled like wild fire, and gold-seekers from every corner of the world soon poured through the Golden Gate on their way to the gold fields. By 1849 there were 50,000 people living in San Francisco. The pueblo dissolved and the City was born.

San Francisco's first modern municipal government was created on April 15, 1850 when the state legislature voted to incorporate the city. Thus, the title to the Pueblo Lands was vested by charter in the City of San Francisco. The 1850 Charter was repealed and replaced in 1851. That Charter was repealed in 1854. Subsequent charters were repealed in 1855, 1900, 1931 and 1996.

It was said that the 1856 Charter was so inefficient that "...nobody knew what it meant except the city clerk and one or two other people." (Martin Judnick, *San Francisco Government*, 1967)

The Consolidation Act of 1856 separated San Mateo from San Francisco and established San Francisco as both, a city and county, the only such entity in the state. "When the Board of Supervisors approves an ordinance, it is generally acting in a municipal capacity, although the ordinance may affect county services as well." (League, p. 5)² However, certain departments, such as Elections, perform county functions and therefore operate under state law.

The 1932 Charter determined the governance of the city until November 1995 when the voters approved a new charter that took effect on July 1, 1996. The new charter created a strong mayor and gave greater powers to the Board of Supervisors.

CHARTER AND ADMINISTRATIVE CODE

The San Francisco Charter is the fundamental law of the consolidated City and County of San Francisco. It delineates the rights, powers and authority granted to the separate branches of the government. It can only be amended by a majority of the voters. The Administrative Code is a compilation of the ordinances enacted by the Board of Supervisors. It establishes rules, regulations and the conduct of the administration of our city government. Both the Charter and the Administrative Code can be found on the City's homepage under Municipal Codes.

REFERENCES

¹ Cole, Tom. A Short History of San Francisco, San Francisco: Don't Call It Frisco Press, 1981.

² League of Women Voters. Inside City Hall, San Francisco, 1995.

³ <http://www.sfgov.org/government>



II. Executive Summaries

B. Board of Supervisors



BOARD OF SUPERVISORS

Since San Francisco's incorporation in 1850, its citizens have struggled over what shape and form its government would take and how its representatives should be elected. The 1853 Charter divided the city into eight wards. Each ward elected its own assessor and two representatives to the Common Council, which consisted of two houses—the Board of Aldermen (two-year terms) and the Board of Assistant Aldermen (one-year terms).

In 1856, fed up with crime and corruption, the Second Committee of Vigilance took control of the city and its government for several months and called for reform. Under the 1855-56 charter, twelve supervisors were to be elected by districts with an at-large elected president (renamed mayor in 1861), who could vote only to break ties.

The 1900 charter called for an eighteen-member Board of Supervisors and a mayor elected at-large. Although the charter provided for a strong mayor, it also allowed boards and commissions to hire their own executives. The 1900 charter also provided for the initiative and referendum process and civil service. While the city prospered and grew, the graft and corruption continued, culminating in indictments and the Graft Trials of 1907-08.

During the thirty years of the 1900 Charter, the city constantly experienced events that drew attention away from the serious weaknesses of its government: labor unrest, destruction and rebuilding resulting from the 1906 Earthquake and Fire, a world's fair, World War I, the prosperous 1920's and finally, the Great Depression. But with the end of prosperity came the realization that San Francisco must put its house in order.

In 1931, an elected body, the Board of Freeholders framed a new charter that would take effect in 1932. It established a Board of Supervisors with eleven members to be elected at-large. It addressed the corruption that had chronically plagued the City by: (1) preventing the centralization of power; (2) creating an independent office headed by a chief administrative officer charged with overseeing all City departments that let contracts; (3) providing for a controller responsible for the City's financial matters.

The 1932 Charter determined the structure of governance for sixty-three years. In November 1995, the citizens voted to enact a new charter that dramatically changed City government. It centralized power by replacing the independent Chief Administrative Officer with a City Administrator responsible to the Mayor and thus brought the former CAO departments under the authority of the Mayor. The Board of Supervisors was also given new authority.

Meanwhile, the method of electing Supervisors has bounced back and forth. In 1976, the voters chose to institute district elections in 1977. San Franciscans, pained and disillusioned by the 1978 assassinations of Mayor George Moscone and Supervisor Harvey Milk by Supervisor Dan White, went back to the polls in 1980 and repealed district elections.

In 1996, presented with another district elections plan, the voters chose to try it again. The City map was divided into supervisorial districts, and in November 2000, supervisors were again elected by district.

Today, the Board of Supervisors consists of eleven members elected by voters in their individual districts. Each Supervisor has an office in City Hall on the second floor. Every Supervisor has two legislative aides, who are often assisted by interns. Supervisors in the early days did not have offices at City Hall. They were businessmen who would come to City Hall for an afternoon meeting and then go back to their own offices. Times have changed. The 1995-98 renovation of City Hall included large, spacious offices for each Supervisor and a staff. Supervisors are usually in their offices everyday. Pay raises have enabled them to treat the position as a full-time job.

As a new department head, you should make it a point to introduce yourself to the Supervisors. They will appreciate the courtesy. Their actions will have a direct effect on your department. The Board sets policy, enacts laws and approves the City budget (which includes your budget) each year.

It is also useful to acquaint yourself with the Clerk of the Board, Angela Calvillo and her staff. They are hardworking, knowledgeable and always generous with their time and assistance.

For more information on the Board of Supervisors, please refer to the Appendices where we have included an explanation of San Francisco's legislative process. You will also find a listing of former members of the Board dating back to 1942.

REFERENCES

- ☛ Handbook for the Board of Supervisors
- ☛ San Francisco Charter
<http://www.sfgov.org/government>
- ☛ "District Elections in San Francisco"
<http://www.spur.org/documents/district.pdf>
- ☛ Board of Supervisors website
<http://www.sfgov.org/bdsupvrs>
- ☛ Hansen, Gladys. San Francisco Almanac. San Francisco: Chronicle Books, 1980.
- ☛ League of Women Voters of San Francisco. Inside City Hall. San Francisco: 1995.

Telephone Numbers

Clerk of the Board.....554-5184



II. Executive Summaries

C. Mayor



MAYOR

Throughout the history of our city, the degrees of power and authority vested in the Mayor have shifted back and forth depending on the times and extent of the citizens' distrust of government. For years, it was thought that the City Hall destroyed by the 1906 Earthquake and Fire took twenty-nine years to build because of the ongoing graft that siphoned off the funds. In fact, it took that long in part because the populace, suspicious of public expenditures, refused to allow one large appropriation. Instead, the Board of Supervisors was required to resort to selling off public lands and special annual assessments. Consequently, a small amount of money was doled out one year at a time. When that money was spent, all work would have to stop until the next year's budget was set.

The destruction of the city in 1906 changed things. San Francisco had to rebuild as soon as possible to remain a viable center of trade and commerce. San Franciscans were still suspicious of government and in 1909 voted down the first bond measure to build a new City Hall. But in 1911, James "Sunny Jim" Rolph, a genial businessman from the Mission District was elected Mayor. With his charm and conviviality, he convinced the voters that a civic center with City Hall as the crown jewel was only befitting a metropolis as great as San Francisco. This time, with Rolph as the guarantor and cheerleader, the voters approved an \$8 million bond with \$3.5 million earmarked for City Hall which, by the way, opened on time in 1915.

Under the authority of the 1900 Charter, Sunny Jim presided as a strong mayor for twenty years. The city blossomed, and times were flush. But with the Stock Market Crash in 1929, the deficiencies in the structure of city government became apparent. In 1931, San Franciscans voted to approve a new charter that reduced the Mayor's powers and diffused responsibility for government functions. It had been fun while it lasted, but these were serious times.

Throughout the rest of the century, as always, it was the power of the personality rather than the powers granted by charter that characterized the tenures of succeeding mayors. In November 1995, after several failed attempts at charter reform, San Franciscans went to the polls and voted for a new charter to take effect on July 1, 1996. The proponents had convinced the voters that government needed streamlining, that there were no clear lines of authority, that government gridlock was inevitable.

Today, as a result of the 1996 Charter, the Mayor enjoys greater power and authority. As chief executive, the Mayor has responsibility for administration and oversight of most City departments in addition to setting policy and budget priorities. Consequently, the Mayor appoints most department heads, most commissioners, negotiates with unions to set employees' wages, benefits and working conditions and has authority over most aspects of City government with the exception of the departments directed by elected officials.

For a listing of the Mayor's offices, please refer to Appendix AC.

REFERENCES

- Mayor's website: <http://www.sfgov.org/mayor>
- San Francisco Charter (1996): <http://www.sfgov.org/government>

- Administrative Code: <http://www.sfgov.org/government>

Telephone Numbers

Mayor's Office.....(415) 554-6141



II. Executive Summaries

D. Budget Process

Departments submit budget estimates to the Controller by February 21. No later than the first working day of March, the Controller submits the estimates to the Mayor. In May, the Board Budget Committee begins hearings on Citywide budget issues.

On the first working day of June, the Mayor's Proposed Budget Book is presented to the Board's Budget Committee. It contains detailed financial information, strategic issues for each department and performance measures. On the first working day of June, General Fund budgets are submitted and hearings continue. The Annual Appropriation Ordinance (AAO), the legal document containing the budget, is available June 1. It contains revenue, expenditure and program budget numbers for all departments and summary budget numbers Citywide.

No later than June 30 must the Board of Supervisors pass the Interim Annual Appropriation Ordinance. This is to provide authority for the City to pay its bills between the time the new fiscal year starts on July 1 and the Board of Supervisor's final adoption of the AAO, which must occur no later than the last working day of July.

A WORD ABOUT THE BUDGET ANALYST

It is wise for you to familiarize yourself with the office of the Budget Analyst. It plays a central role in the budget process. Virtually each and every issue that involves City money is analyzed for fiscal impact by this office and reported back to the Board of Supervisors. The Budget Analyst is not a City agency, but a contractor that provides independent fiscal analyses and management and audit reports. The contract is a Joint Venture Agreement for Professional Budget Analyst Services between the City and County of San Francisco and Stanton W. Jones and Associates; Debora A. Newman; Rodriguez, Perez, Delgado & Company, CPAs; Harvey M. Rose Associates LLC; and Louie & Wong LLP, CPAs.

REFERENCES

- San Francisco Charter, Article IX, "Financial Provisions"
- San Francisco Administrative Code, Chapter 3, "Budget Procedures"
- City and County of San Francisco Mayor's Proposed Budget, 2009-2010
- Mayor's Office Instructions & Controller's Technical Instructions For Budget Year 2009-2010

■ "A Guide to San Francisco's Budget Process," Office of the Controller, January 6, 2010

■ "Doing Business with the Controller's Office," Office of the Controller, May 30, 2009

Telephone Numbers

Mayor's Budget Office.....(415) 554-6114
Board of Supervisors.....(415) 554-5184
Office of the Controller.....(415) 554-7500
Budget Analyst.....(415) 554-7642



II. Executive Summaries

E. Employment Procedures



EMPLOYMENT PROCEDURES

As you may have heard, the personnel procedures of municipal government are complicated. A City Hall legend has it that it takes a long time to hire someone, and it's impossible to fire someone. We have an entire department devoted to employment procedures, the Department of Human Resources (DHR). In addition to what DHR does, all of the other departments have a lot to do in this area.

As a new department head, you may decide you need people with special qualifications on your management team. The Charter gives you that ability by providing exemption from Civil Service requirements for certain high-level positions. But for the most part, the majority of your employees are civil service, which means they have taken a test, passed through probation and are now permanent City employees.

Key to maintaining a smooth-running operation is an understanding of labor relations which is discussed in a separate Summary in this book as well as in the Appendices.

This section covers four things: how to hire someone; how to fire someone; how to get paid; and the role of your department's personnel officer.

HOW TO HIRE SOMEONE

The first question is whether you have a vacant position. If you don't, you'll have to add one and increase your department's overall head count. This requires a change to your budget and triggers the need for all kinds of approvals.

If you have a vacant position, is it classified or is it exempt? If it's classified, is there a Civil Service list? If so, you can hire someone only if that person is on the list. If there is no list, you can hire anyone "provisionally," and that person must take a Civil Service test later when the time comes to establish a list for the position.

If the position is exempt, then you can hire anyone. That person serves at your pleasure or your successor's.

HOW TO FIRE SOMEONE

We're getting ahead of ourselves. The City uses progressive discipline, and our goal is to solve an employee's performance problems and make that employee a productive member of City government, rather than to terminate employment. The steps of progressive discipline are: verbal warning, written warning, suspension and termination. There are notice requirements, and you may want to consult with DHR along the way. But you can fire someone if you have to. Although it may be tempting to just hope the poor employee

will transfer to another department soon, you'll be doing City government and your fellow department heads a favor by dealing with a problem instead of waiting for it to become someone else's.

HOW TO GET PAID

The City has a two-week pay period. At the end of each week, you report your hours to your personnel group. Your hours are either: regular, vacation, sick, legal or floating holidays.

Every second Tuesday, you'll get a check or an advice, which is what you get when your salary is deposited directly into your bank account. Life is much easier for the Controller, the City's payroll processors and you if you have direct deposit. Something like 85% of City employees take the direct deposit option. It saves a lot of time and paper which is good for the environment.

YOUR DEPARTMENT'S PERSONNEL OFFICER (DPO)

Your Department Personnel Officer (DPO) is the person in your department who needs to know almost everything about personnel procedures. When you have a personnel question, that's the person you'll talk to first. In smaller departments, the DPO may have other responsibilities, such as the budget. This is the person who will work with the Mayor's Budget Office, DHR, Civil Service Commission (CSC), the City Attorney's Office and others. It's important that this person represent you well and make friends in these other departments. These will be powerful friends.

For more information on employment procedures, see Appendix AE.

REFERENCES

- ☛ DHR Employee Handbook
<http://www.sfgov.org/dhr>
- ☛ Civil Service Rules
http://www.sfgov.org/civil_service

Civil Service Adviser

http://www.sfgov.org/civil_service

Telephone Numbers

Director, DHR.....557-4845
Executive Officer, CSC.....252-3250



II. Executive Summaries

F. Labor Relations



LABOR RELATIONS

Since the days of the Gold Rush, labor has been a prized commodity. "Here Labor controls Capital," wrote Port Collector James Collier in 1849. (Cole, p. 81)¹ When most new arrivals to the city ran off to the Sierras to seek their fortune, the able-bodied who stayed behind to build the city made fortunes of their own if they were frugal with their \$16-a-day wages. Six major fires between 1849 and 1851 created a constant need for construction. The building, the rebuilding, the flow of gold and silver from the mines and the construction of the railroad all led to the creation of a city where the workingman and his labors were in great demand, valued and treated with respect.

The balance of power between labor and business shifted back and forth over the next eighty years depending on the economy. But in May, 1934, during the depths of the Depression, an Australian organizer named Harry Bridges led the International Longshoreman's Association (ILA) in a strike that shut down ports up and down the west coast, demanding a \$1 minimum wage with \$1.50 overtime, six-hour days, 30-hour weeks and, most importantly, union control of the hiring halls and closed shops on the docks. The Teamsters Union supported the strikers by refusing to haul to and from the docks, and other unions joined the strike. In July, Bridges called a general strike that shut down the City for four days—the largest and most successful general strike in American history. This victory for labor established San Francisco once and for all as a union town.

In that context, it should come as no surprise that most City employees are represented by unions or associations that bargain on their behalf with respect to working conditions, grievances, salaries and wages.

As a department head or manager, you, along with approximately one thousand of your colleagues, are represented by the Municipal Executives Association (MEA). Since 1991, MEA has been the exclusive representative of high-level City executives and managers for the purpose of contract negotiations. Through these negotiations, salary increases, health insurance, training funds and other benefits are provided. Dues, which are \$25 per pay period, are voluntary. MEA has a small staff and contracts for legal services. As a member, you receive a newsletter every month, announcements of training seminars and tuition reimbursement for seminars.

For more information regarding the collective bargaining process and union representation, see Appendix AF.

REFERENCES

- ☛ City & County Unions, Description of Appendix AF
- ☛ Department of Human Resources
<http://www.sfgov.org/dhr>
- ☛ Collective Bargaining Agreements (MOUs)
<http://www.sfgov.org/dhr>
- ☛ Municipal Executives Association (MEA)
<http://www.sfmea.com>

¹ Cole, Tom. A Short History of San Francisco. San Francisco: Don't Call It Frisco Press, 1981.

Telephone Numbers

MEA.....	(415) 989-7244
Director, DHR.....	(415) 557-4845



II. Executive Summaries

G. Purchasing/Contracts



HOW TO BUY THINGS

To run your department, you will need goods and services. This chapter gives you an overview of how to obtain them. As with the other sections in the Guidebook, we're giving you general rules. All the rules have exceptions, and some might be listed. The rules for obtaining products and services are complicated. This section introduces you to the subject. A more detailed explanation of City's purchasing requirements can be found in the Appendix.

AUTHORITY TO MAKE PURCHASES

A caveat, and we don't mean this to sound harsh, but this limitation can come as a surprise to a new City employee. With the exception of the Metropolitan Transportation Agency, a department head does not have the authority to call a vendor and order something. Similarly, you do not have the authority to sign a contract. The authority to buy goods and services is vested, by charter, in the Office of Contract Administration/Purchasing.

DO YOU HAVE THE MONEY?

Before you do anything else, check with your finance group and determine if you have enough money to purchase the product or service you're interested in. If you don't, one alternative is to request a supplemental appropriation from the Board of Supervisors.

CAN THE CITY DO BUSINESS WITH THE VENDOR YOU HAVE IN MIND?

Maybe. The City has passed several "selective purchasing" ordinances, which require vendors to meet certain standards to receive City business. If the vendor complies, fine. If not, you might need to request a waiver from another office before submitting a requisition, or you might not be able to do business with the vendor at all. The ordinances include:

- ☛ Admin. Code Chapter 12B, Equal Benefits
- ☛ Admin. Code Chapter 12P, Minimum Compensation Ordinance (MCO)
- ☛ Admin. Code Chapter 12Q, Health Care Accountability Ordinance (HCAO)
- ☛ Admin. Code Chapter 14B, Local Business Enterprise (LBE)
- ☛ Business Tax. If the vendor owes the City business taxes, the City can't order anything from the vendor until the taxes are paid.

TYPES OF PURCHASES

Here are major types of purchases, with brief descriptions, loosely in order of increasing complexity.

Office supplies

This is easy. OCA has set up contracts with an office supply company. All departments have catalogs from this company. Someone in your department is in charge of placing office supply orders. Get a copy of the catalog, and tell that person what you need.

Goods and services below \$200

A department can call a vendor and order anything below \$200, and then just pay the invoice. You don't need a purchase order (PO) first. Remember, the vendor with whom you place an order with must comply with all vendor requirements, no exceptions.

Goods and services below \$10,000

Most departments have received authority from Purchasing to create their own purchase orders for products and general services up to \$10,000. This means you can create your own purchase order instead of submitting a requisition to OCA.

Goods and services covered by Citywide Term Contracts

A Citywide Term Contract is a contract that Purchasing has established with a vendor. All the specifications, prices and ordering procedures are set, and so departments may place orders directly with the vendor instead of going through Purchasing. Major contracts include:

- ☛ Office supplies
- ☛ Technology Store (Special ordering rules apply.)
- ☛ Copier rentals

General services

General services are non-professional services (see next paragraph). Either Purchasing solicits bids, or a department presents reasons why competitive bidding is not applicable.

Professional services

This is about as complicated as it gets. You need to request and obtain the approval of the Civil Service Commission if, for example, you require the services of a consultant. Then you need to conduct a Request-for-Proposal (RFP) process to select the vendor. From start to finish, it will take months from the time you decide you need professional services to the day the contractor will start work.

REFERENCES

- ☛ "How to Do Business with the City and County of San Francisco"
<http://www.sfgov.org/oca/purchasing>

Telephone Numbers

Director, OCA.....	554-7738
Director, DHR.....	557-4845
Executive Officer, CSC.....	252-3250



II. Executive Summaries

H. Technology



DEPARTMENT OF TECHNOLOGY (DT)

How to get a phone, use a computer, build a website or watch TV...

The Department of Technology (DT) is a dynamic organization that provides information technology (IT) and telecommunications services to City departments and guides technology policy for the City and County of San Francisco through the Committee on Information Technology (COIT). These include the City's enterprise systems, data center, telecommunications and City-owned networks (copper, fiber and wireless). DT also provides e-democracy services through its government television station SFGTV Cable Channels 26 and 78 and the SFGOV.org web portal. DT serves as the City's main technology consultant and service provider.

TECHNOLOGY SERVICES

DT HELP DESK

415-581-7100

dtis.helpdesk@sfgov.org

Single point of contact for all DT services and trouble reporting

While you are always welcome to contact DT directly, most City departments have information technology (IT) staff who work with DT to varying degrees to supplement their IT needs. Check with your IT staff to understand the role it plays in your department and how it works with DT.

REFERENCES

Office of Executive Director

Chief Information Officer (CIO).....581-4001

Chief Operations Officer.....581-4011

SFGTV.....581-4188

DT SERVICE

Computer Services

- ❖ PC support
- ❖ Mainframe/Data Center
- ❖ Client/Server
- ❖ Wide Area Network (WAN)
- ❖ Local Area Network (LAN)
- ❖ Virtual Private Network (VPN)
- ❖ Wireless networking
- ❖ Security/Disaster Recovery

DESCRIPTION AND RESOURCES

DT provides comprehensive computer systems support from the desktop to the network.

DT manages the City's Wide Area Network (WAN), the mainframe, the data center and Internet connectivity by employing state-of-the-art equipment and tools for monitoring, security and disaster recovery.

Application Support

- ❖ Software
- ❖ Database
- ❖ Data management

DT can build, install and/or modify software applications to meet the Citywide business needs. Off-the-shelf configuration, application development, system integration and general data management are DT specialties.

Committee on Information Technology (COIT)

COIT was formed in 1996 to meet the evolving technology needs of the City and is dedicated to setting policies and overall direction of the City and County of San Francisco information technology resources. It assists in establishing technology and web security, budget guidelines, internal and external web policies and risk assessment.



DT SERVICE

New Media Services

- ❖ SFGov.org website
- ❖ Department websites
- ❖ Content management
- ❖ E-Services applications
- ❖ City intranet

DESCRIPTION AND RESOURCES

DT E-Government team manages sfgov.org – the City government internet site. Departments are expected to maintain a website connected to sfgov.org with a “common look and feel.” DT provides extensive website design and content management services to achieve this goal.

DT supports E-Business transactions and is constantly developing applications enabling citizens to do business with the City through the internet.

See <http://www.sfgov.org/onlineservices> for examples.

DT manages the City’s intranet for internal information sharing. Simply type “intranet” in any browser connected to the City’s network. Contact webmaster@sfgov.org for further assistance.

E-mail

- ❖ E-mail System

Currently, the City primarily uses the Lotus Notes e-mail system. DT manages most departments administer e-mail (add and delete users) internally but DT also performs this task as needed. In the next one to two years, the City will be migrating to a new common e-mail platform which is expected to be Microsoft Exchange (Outlook).

Geographic Information Systems (GIS)

- ❖ Citywide basemap management
- ❖ Maps
- ❖ Location-based applications

DT coordinates and manages citywide mapping and location information through a robust Geographical Information System (GIS): a series of base maps, over which departments can overlay their own data. For example, types of businesses in enterprise zones can be located and displayed on a map, as can hazardous materials, public buildings or demographic studies. How can DT help you dynamically locate and track the public you serve?

Find out more about GIS at <http://www.sfgov.org/gis> or <http://www.sfprospector.org>

DT SERVICE	DESCRIPTION AND RESOURCES
Public Safety Communications <ul style="list-style-type: none">❖ E-Net❖ 800 MHz Radios❖ METS	DT is responsible for maintaining and supporting emergency communications systems and tools. These primarily include a Citywide fiber optic network called "E-Net" connecting City buildings and the 800 MHz emergency radio system that public safety departments (Police, Fire, Public Health, etc.) use to do their jobs. DT also maintains the Mayor's Emergency Telephone System (METS), the City-owned copper wire system connected to Police and Fire call boxes throughout the city and special "red phones" in key departments – and the siren system.
Reproduction and Mail Services	Provides high-quality design, print and mailing services for City departments.
Telecommunications <ul style="list-style-type: none">❖ Desk phones❖ Voicemail❖ Cell phones❖ Wireless data❖ Local and long distance service	<p>DT negotiates and administers Citywide contracts for telecommunications services and equipment including local and long distance toll service, cell phones and wireless data to maximize the greatest possible cost savings. DT maintains and distributes an inventory of telephone equipment, and maintains the phone lines.</p> <p>DT supports broadcast voicemails as needed by departments.</p> <p>Telecommunications providers bill the City via DT, which, in turn, bills the individual departments. DT maintains a Citywide asset management and billing system (TeleWeb) that allows departments to access their telecommunications bills online.</p>



DT SERVICE

Television and Video Services

- ❖ SFGTV Cable Channels 26 & 78
- ❖ Meeting videos
- ❖ Event coverage
- ❖ Web streaming Video on Demand
- ❖ Training videos
- ❖ Other broadcast projects
- ❖ Cable television franchise

DESCRIPTION AND RESOURCES

DT staffs and manages SFGTV cable channels 26 and 78 that cablecast live and taped meetings of the Board of Supervisors, commissions and City events. SFGTV operates out of City Hall and provides services such as broadcast quality video production and taping. SFGTV webstreams live through the internet as well as from an archive of meetings as Video On Demand. Agenda-based indexing allows viewers to locate specific legislation. Visit the SFGTV site on the sfgov.org homepage, or call 554-4188.

SFGTV provides full service state-of-the-art video production for events or training purposes.

DT staff manages cable television franchises which allow Comcast and other cable operators to place equipment in the City rights-of-way. As a result, some City buildings have cable television service. DT assists departments with installing this service if available.

Cable customer complaints can be lodged with the Comcast Help Desk at 554-4800.

Training

- ❖ Online
- ❖ Virtual Labs (vLab)

Self-paced tutorials, discussion areas and on-line instructor-assisted classes led by industry experts are provided at <http://www.sfgov.org/TLC>.



II. Executive Summaries

I. Emergency Services



EMERGENCY SERVICES

No one who happened to be in San Francisco on October 17, 1989 will ever forget where they were at 5:04 p.m. when the Loma Prieta earthquake rumbled through the ground leaving a trail of death, destruction, fear and confusion. In San Francisco alone, the fifteen-second earthquake resulted in eleven deaths and hundreds of injured. Thirty buildings either collapsed or were immediately demolished. Thirty-four fires ignited, caused by the quake and its aftershocks. The flames from the fire in the Marina district provided the only night light in a city left without any electricity late into the morning hours and beyond.

San Francisco was incapacitated for a brief period of time. While City offices were closed and City business at a standstill, the Fire and Police Departments under the direction of Mayor Art Agnos, worked day and night for weeks. The Mayor enlisted the services of City employees to help in all capacities: staffing emergency centers, providing shelter, blankets and food, expediting the review processes for allowing people to reenter their homes. But more than three-quarters of a century after the Great Earthquake and Fire of 1906, the City saw that it could happen again.

More recently, the horrendous September 11, 2001 terrorist attacks on New York City and Washington D.C. underscored the vulnerability of our city and the critical need for emergency preparedness. The Department of Emergency Management (DEM) at 1011 Turk Street serves to meet that need. DEM is comprised of two primary divisions: the Division of Emergency Communications (9-1-1) and the Division of Emergency Services.

All City employees, whether they know it or not, are on call in the event of an emergency. You, as a department head, may have special duties set out in the City's Emergency Management Program or in your department's emergency plan. You should familiarize with your plan sooner rather than later. You never know when you will be called upon. We encourage you to call DEM to arrange a visit and learn about our emergency services and response capability. Meanwhile, we offer you an Emergency Management Fact Sheet with pertinent information for you and your staff.

REFERENCES

- Emergency Preparedness Information
<http://www.72hours.org>

Telephone Numbers

Director, DEM.....	558-2745
Emergency Communications.....	558-3800
Emergency Services.....	487-5000

EMERGENCY SERVICES FACT SHEET FOR DEPARTMENT HEADS

Mayoral Powers

In the event of a declared emergency, the Charter of the City and County of San Francisco (Section 3.100) grants the Mayor broad powers intended to protect the lives, property and welfare of citizens and visitors to San Francisco. These powers include the authority to direct personnel and resources of any City department to perform additional or alternate duties deemed necessary to meet the emergency need. These powers are further defined in Chapter 7.6 of the Administrative Code.

Director of the Department of Emergency Management

There are two primary divisions within the Department of Emergency Management, the Division of Emergency Communications and the Division of Emergency Services, each with an assigned Deputy Director. The Division of Emergency Communications manages the Combined Emergency Communications Center and related systems and directs all operations related to taking calls from members of the public seeking emergency, Police, Fire and medical assistance as well as the dispatch of these services. The Division of Emergency Services is responsible for supporting Citywide activities related to disaster prevention, response, preparedness, mitigation and recovery.

The Executive Director of the Department of Emergency Management is appointed by the Mayor. In addition to directing the day to day activities of the department, additional charter responsibilities include oversight of emergency preparedness and management activities. The Executive Director is responsible for developing and maintaining the City's comprehensive Emergency Management Program. The Executive Director also serves as the Executive Secretary of the Disaster Council.

During a major emergency, the Executive Director advises the Mayor and others on matters related to emergency management as part of the Policy Group. Together with the public safety chiefs and key department heads, the Policy Group sets the high-level priorities that direct the response efforts of the City.

Disaster Council

In accordance with the California Emergency Services Act, the City and County of San Francisco has an accredited Disaster Council chaired by the Mayor. The Disaster Council is composed of heads of major departments, each bearing responsibility under the Emergency Operations Plan, key City officials and three members of the Board of Supervisors (appointed by the President of the Board). It also includes representatives from the non-profit and business communities. The Council meets quarterly and at the call of the Mayor.

Disaster Service Worker Designation

Under California Government Code Section 3100, all public employees are declared to be disaster service workers and may be assigned to disaster service activities by their superiors.



All City workers are expected to respond to emergencies. Emergency service work may include the performance of duties vastly different than those listed in workers' normal job descriptions and may be carried out under hardship conditions. Some examples of disaster service worker positions are: shelter worker, logistical support worker, driver and call center operator.

In October 2007, Mayor Newsom issued an Executive Directive requiring that City departments ensure that their non-sworn staff has completed both the Department of Human Resources Disaster Service Worker training and required National Incident Management System (NIMS) training by June 30, 2008. The Directive also mandated that sworn and non-sworn staffs of City departments have completed the Personal Preparedness training by December 31, 2008.

Executive Directive Mandates – ED 06-01 and ED 07-10

Mayor Newsom has issued two Executive Directives that relate to department roles for disaster preparedness and response. Department heads and managers should review these Directives to ensure continued compliance. ED 06-01 states: **“Each City department shall appoint a Disaster Preparedness Coordinator to be responsible for coordination of emergency preparedness activities in their respective departments.”** The Disaster Preparedness Coordinator shall be either the department head or a senior departmental staff member who reports directly to the department head.”

Emergency Plans

Emergency Operations Plan

Chapter 7 of the Administrative Code requires the development of a **City Emergency Operations Plan**. This plan describes and identifies the City's actions during the response to an emergency, the role of the City's Emergency Operations Center (EOC) and the coordination that occurs between the EOC and City departments and agencies. Guidance on this topic is available from the Department of Emergency Management.

Department Emergency Plan

In an emergency, the Mayor looks to each department to organize, manage and execute emergency actions necessary to protect lives and property and to restore basic public services. To do this, each department is required to maintain a department emergency plan that provides for the protection of staff, continuity of critical department functions and support with respect to the City's **Emergency Operations Plan**. Guidance on this topic is available from the Department of Emergency Management.

Emergency Response

Emergency Contact

City departments are expected to maintain an emergency contact roster and mobilization plans for their own personnel.

Emergency Operations Center

The Department of Emergency Management maintains the City's Emergency Operations Center (EOC) at 1011 Turk Street. The Emergency Communications Division is also located in this seismically safe structure. The Mayor, the Executive Director of DEM or his/her designee may activate the EOC during any situation where the need for EOC-level coordination is evident. EOC activation levels and procedures are scalable based on the changing needs of an event. Departments with responsibilities under the Emergency Management Program may be expected to serve in the EOC. If an event exceeds the capacity of the current EOC, or if the facility is otherwise unavailable, an alternate EOC will be identified.

Policy Group

According to the needs created by an emergency or event, the Mayor may convene a group of CCSF officials to provide advice on policy issues affecting CCSF and to respond to requests for policy direction from the EOC. The Policy Group may meet during the initial stage of an emergency and periodically during the event as directed by the Mayor.

Recovery

Costs associated with disasters may be reimbursable under state and federal recovery programs. Accurate and detailed record keeping is imperative if departments intend to apply for state or federal reimbursement. Departments are expected to keep accurate records during an incident and to coordinate with the Controller's Office during a declared emergency event to apply for reimbursement. If the EOC is activated, finance activities may be carried out through the EOC Finance Section. Questions about reimbursement procedures or requests for training on state and federal programs may be directed to the Controller's Office.



II. Executive Summaries

J. Conflict of Interest/Sunshine Ordinance



CONFLICT OF INTEREST

Once you become a public official, and that is what you are if you are a department head, you must be especially careful to observe the laws relating to conflicts of interest. It may be flattering to receive tickets to the opening of the opera and the attendant parties, box seats at the ballpark or be treated to dinner by lobbyists or prospective contractors at any one of our great restaurants. But as a public official, you are subject to a higher standard of ethics, and every gift you receive over an amount certain must be reported on a government form and filed with the Ethics Commission.

All City officers and employees are subject to conflict of interest and government ethics laws that are found in state law, the San Francisco Charter and Campaign and Governmental Conduct Code. Under these laws, public officials may not make, participate in making or in any way seek to influence governmental decisions in which they have a disqualifying conflict of interest.

The conflict of interest laws also govern: the receipt of gifts or other things of value from regulated sources; compensated advocacy; political activity during working hours; disclosure of confidential information; incompatible activities, receipt of compensation, reward or gift from any source other than the City for services related to the governmental processes of the City; and post-employment activities among other restrictions.

Public officials and designated employees with significant decision-making authority (those listed in section 3.1-100 et seq. of the Campaign and Governmental Conduct Code) must disclose their personal financial interests on financial disclosure forms called "Statements of Economic Interests" ("SEIs" or "Form 700"). Elected and appointed officials must file the SEIs, which are public records, within 30 days of assuming office and annually by April 1. These reports are considered public documents and often read by newspaper reporters and members of the public.

The Ethics Commission has a "Manual on Governmental Ethics Laws" that discusses many of these laws. The manual is available from the Commission's office at 25 Van Ness Avenue, Suite 220, San Francisco and on its website.

Additionally, the City Attorney publishes the Good Government Guide, which provides an overview of the laws governing the conduct of public officials. Further information can be found in the Good Government Guide Supplement. Both documents can be found on the City Attorney's website.

REFERENCES

- Good Government Guide
<http://www.sfgov.org/cityattorney>

Telephone Numbers

Ethics Commission.....	252-3100
City Attorney's Office.....	554-4700

SUNSHINE ORDINANCE

We San Franciscans take our democracy seriously. We are actively involved in the processes of government. We attend public meetings and participate, we write letters, we request information. Ever cognizant of the activist nature our citizenry, in 1993 the Board of Supervisors approved the Sunshine Ordinance and incorporated it into the Administrative Code as Chapter 67. In November 1999, the voters approved Proposition G, amending the Sunshine Ordinance to include new provisions.

The Sunshine Ordinance expanded the provisions of two state laws already on the books, the Brown Act and the Public Records Act. All three of these laws deal with the public's right to open government by guaranteeing access with respect to public meetings and public records. Where state and local laws differ, the City adheres to the more rigorous standard.

The Sunshine Ordinance governs the conduct of City commissions, boards and committees. It allows the public to address meetings, requires responses to immediate disclosure requests within twenty-four hours and eliminates the deliberative process privilege.

Some of the details of the Sunshine Ordinance include:

Access to Public Records

- Immediate disclosure of public records within twenty-four hours, and the City may not refuse to provide records under the balancing test or the deliberative process privilege.
- Calendars of the Mayor, City Attorney and department heads
- Records relating to employee misconduct, e-mail, annual reports
- City contracts, rating panel sheets, sole source contracts and certain franchises, leases and permits
- Outside sources of funding and disclosure of financial interest of donor
- Retention of professional records by department heads and elected officials
- Maintenance of City documents and Index of Records

Access to Public Meetings

- A public meeting refers to meetings of commissions, committees, boards or other bodies created by the Charter, ordinance, resolution or formal action of a legal body.
- Any board, commission, task force, sub-committee or other body created by a public body
- Any such body created by a federal, state or local grant whose members are appointed by City officials, employees or agents
- Agendas for regular meetings must be noticed seventy-two hours before the meeting. The agenda must include a meaningful description of each item of business and the proposed action.



The Sunshine Ordinance also includes provisions relating non-profit funding, contracts and disclosure of documents relating to the contracting process.

The Sunshine Ordinance Task Force was formed to facilitate implementation by City departments of the Sunshine Ordinance. It hears complaints, takes testimony and endeavors to ensure compliance with the ordinance.

REFERENCES

☛ Sunshine Ordinance
(Admin. Code, Chapter 67)
<http://www.sfgov.org/government>

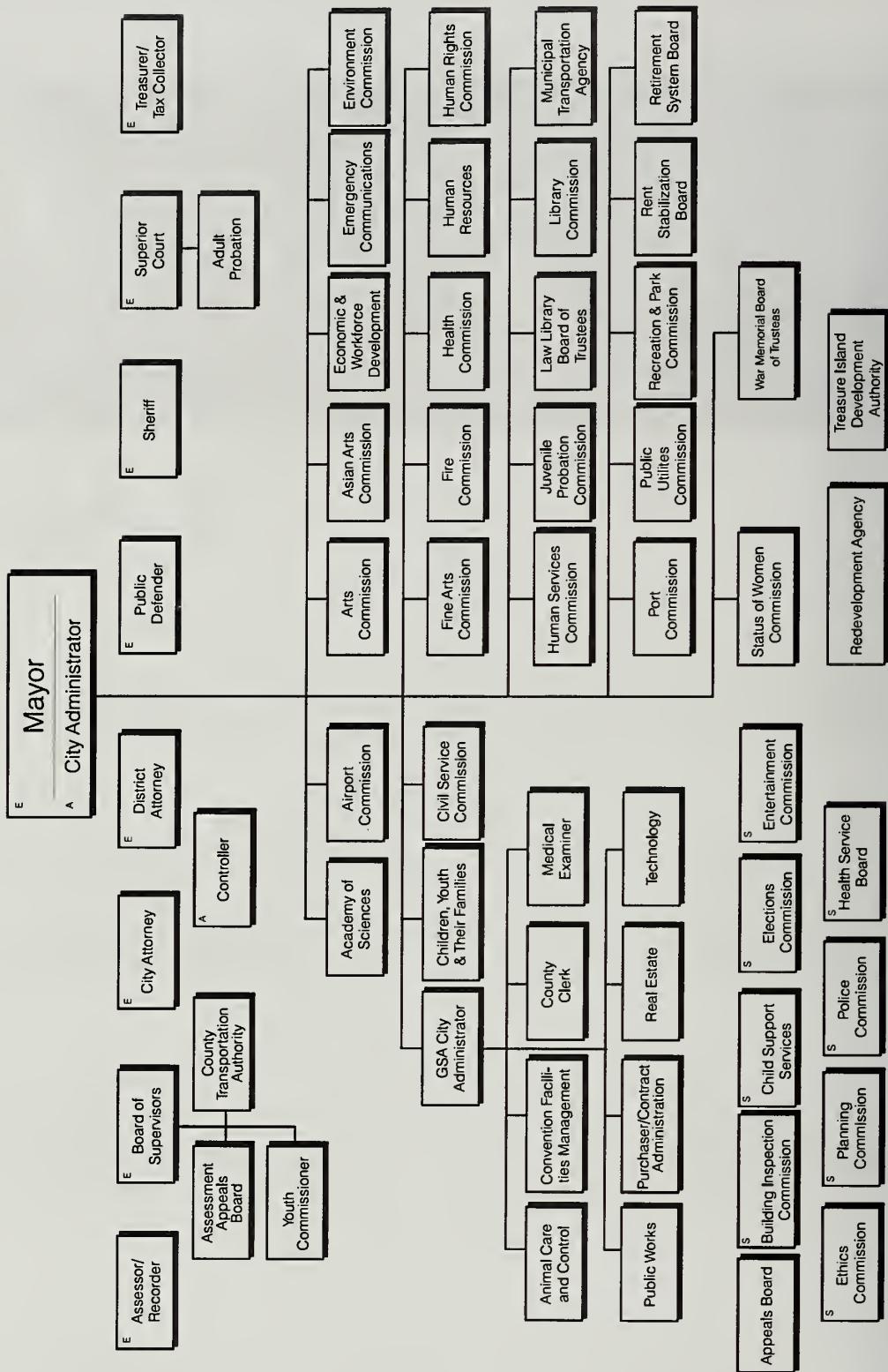
Telephone Numbers

Sunshine Ordinance Task Force.....554-7724



III. Appendices

CITY AND COUNTY OF SAN FRANCISCO ORGANIZATION CHART



Approved by Mayor and confirmed by Board of Supervisors

Appointee

Shared -



III. Appendices

AA2. Department Head Telephone Numbers

DEPARTMENT HEAD TELEPHONE NUMBERS

Department	Name	Title	Phone	Fax	Location
Academy of Sciences	Gregory Farrington, Ph.D.	Executive Director	379-5398	379-5707	55 Music Concourse Golden Gate Park
Adult Probation	Patrick Boyd	Chief Adult Probation Officer	553-1687	553-1717	880 Bryant St., Rm. 200
Aging and Adult Services	Anne Hinton	Executive Director	355-6789	355-6785	875 Stevenson, 3 rd Fl.
Airport	John L. Martin	Director of Airports	(650) 821-5000	(650) 821-5005	SFIA
Animal Care and Control	Rebecca Katz	Interim Director	554-9411	557-9950	1200-15 th St.
Appeals, Board of (Permit Appeals)	Cynthia Goldstein	Executive Director	575-6880	575-6885	1650 Mission St., Ste. 304
Arts Commission	Luis Cancel	Director	252-2591	252-2595	25 Van Ness Ave., Ste. 240
Asian Art Museum	Jay Xu	Director	581-3751	861-2382	200 Larkin St.
Assessor/Recorder	Phil Ting	Assessor/Recorder	554-5502	554-4179	City Hall, Rm. 190
Board of Education-SFUSD	Carlos Garcia	Superintendent	241-6121	241-6012	555 Franklin St., 3 rd Fl.
Building Inspection	Vivian L. Day	Acting Director	558-6131	558-6225	1660 Mission St.
Child Support Services	Karen Roye	Director	356-2959	356-2789	617 Mission St.
Children, Youth and Their Families	Maria Su	Director	554-3547	554-8965	1390 Market St., Rm. 900
Citizen Complaints, Office of (OCC)	Joyce Hicks	Director	597-7721	554-7733	25 Van Ness Ave., Ste 700
City Administrator	Edwin M. Lee	City Administrator	554-4851	554-4849	City Hall, Rm. 362
City Attorney	Demis Herrera	City Attorney	554-4748	554-4715	City Hall, Rm. 234
City College	Dr. Don Q. Griffin	Chancellor	239-3303	239-3918	50 Phelan Ave.
City Planning	John Rahaim	Director	558-6411	558-6409	1660 Mission, 5 th Fl.
Civic Engagement and Immigrant Affairs, Office of	Adrienne Pon	Director	554-7028	554-4849	City Hall, Rm. 352

DEPARTMENT HEAD TELEPHONE NUMBERS

Department	Name	Title	Phone	Fax	Location
Civil Service Commission (CSC)	Anita Sanchez	Executive Officer	252-3250	252-3260	25 Van Ness Ave., Ste. 720
Communications (Mayor's Office)	Tony Winnicker	Director	554-6131	554-4058	City Hall, Rm. 291
Contract Administration, Office of (OCA)	Naomi Kelly	Director	554-6743	554-6717	City Hall, Rm. 430
Controller	Ben Rosenfield	Controller	554-7502	554-7466	City Hall, Rm. 168
Convention Facilities	John Noguchi	Director	978-5925	978-5913	800 Howard St.
County Clerk	Karen Hong	Director	554-4957	554-4951	City Hall, Rm. 316
DEM (Dept. of Emerg. Mgmt)	Vickie Hennessey	Director (Acting)	558-2745	558-3841	1011 Turk St.
DHS (Dept. of Human Svcs.)	Trent Rhorer	Executive Director	557-6540	431-9270	170 Otis St.
DPH (Dept. of Public Health)	Dr. Mitch Katz	Director	554-2601	554-2888	101 Grove St.
DPW (Dept. of Public Works)	Ed Reiskin	Director	554-6919	554-6944	City Hall, Rm. 348
District Attorney	Kamala Harris	District Attorney	553-1741	553-1737	Hall of Justice
DT (Dept. of Technology)	Chris Vein	Executive Director	554-0890	554-4733	850 Bryant, 3rd Fl.
Economic & Workforce Development	Michael Cohen	Director	554-6972	558-7844	1 S. Van Ness, 2 nd Fl.
Elections	John Arntz	Director	554-4397	554-7344	City Hall, Rm. 436
Entertainment Commission	Bob Davis	Director	554-7793	554-7934	City Hall, Rm. 453
Environment, Dept. of	David Assman	Acting Director	355-3702	554-6393	11 Grove St.
Ethics Commission	John St. Croix	Director	581-2300	581-2317	25 Van Ness Ave., Ste. 220
Film and Video Arts Comm.	TBA	Executive Director		554-6503	City Hall, Rm. 473
Fine Arts Museums	John E. Buchanan, Jr.	Director	750-3662	750-7686	50 Hagiwara Tea Garden Dr., GGP
Fire Department	Joanne Hayes-White	Chief	558-3401	558-3407	698 Second St.
Grants For The Arts	Kary Schulman	Director	554-6710	554-6711	City Hall, Rm. 347

DEPARTMENT HEAD TELEPHONE NUMBERS

Department	Name	Title	Phone	Fax	Location
Health Service System	Catherine Dodd	Director	554-0660	554-1752	1145 Market St. Ste. 200
Housing Authority	Henry Alvarez	Executive Director	554-1296	241-1024	440 Turk St.
Human Resources	Micki Callahan	Director	557-4855	557-4835	44 Gough St.
Human Rights Comm.	Theresa Sparks	Executive Director	252-2538	431-5764	25 Van Ness Ave., Ste. 800
Juvenile Probation	Bill Sifferman	Chief Juvenile Probation Officer	753-7556	753-7557	375 Woodside Ave.
SF Public Library	Luis Herrera	City Librarian	557-4232	557-4239	100 Larkin St.
Mayor	Gavin Newsom	Mayor	554-6141	554-6160	City Hall, Rm. 200
Mayor's Budget Office	Greg Wagner	Director	554-6213	554-6158	City Hall, Rm. 288
Mayor's Office on Disability	Susan Mizner	Director	554-6789	554-6159	401 Van Ness, 3rd Fl.
Mayor's Office of Housing (MOH)	Doug Shoemaker	Director	252-3184 252-3210	554-6799 TTY 252-3140	1 S. Van Ness, 5 th Fl.
Mayor's Office of Protocol	Charlotte Shultz	Chief of Protocol	554-6143	554-5255	City Hall, Rm. 200
Mayor's Office of Neighborhood Services (MONS)	Mike Farrah	Director	554-7111	554-6474	City Hall, Rm. 160
Medical Examiner	Amy Hart, M.D.	Medical Examiner	553-1698	553-1650	Hall of Justice 850 Bryant St.
Municipal Railway (MUNI) or Municipal Transportation Agency (SFMTA)	Nathaniel Ford	General Manager	701-4720	701-4502	1 S. Van Ness, 7 th Fl.
OCC (Office of Citizen Complaints)	Joyce Hicks	Director	597-7721	241-7733	480 Second St., Ste. 100

DEPARTMENT HEAD TELEPHONE NUMBERS

Department	Name	Title	Phone	Fax	Location
Parking and Traffic	Bond Yee	Director	701-4677	701-4735	1 S. Van Ness, 7 th Fl.
Permit Appeals (Board of Appeals)	Cynthia Goldstein	Executive Director	575-6880	575-6885	1650 Mission St., Ste. 304
Planning (City Planning)	John Rahaim	Director	558-6411	558-6409	1660 Mission St., 5th Fl.
Police	Heather Fong	Chief	553-1551	553-1554	Hall of Justice 850 Bryant, 5th Fl.
Port Press (Mayor's Office)	Monique Moyer	Executive Director	274-0400	274-0412	Pier 1
	Nate Ballard	Director	554-6131	554-4058	City Hall, Rm. 291
Public Defender	Jeff Adachi	Public Defender	553-1677 553-9520	553-9810	555 7th St.
Public Finance	Nadia Sesay	Director (Acting)	554-5956	554-4846	City Hall, Rm. 336
Public Health (DPH)	Dr. Mitch Katz	Director	554-2601	554-2888	101 Grove St.
Public Utilities Commission (PUC)	Ed Harrington	General Manager	554-3160	554-3161	1155 Market, 11 th Fl.
Real Estate	Amy Brown	Director	554-9875	552-9216	25 Van Ness Ave., Ste 400.
Recreation and Park	Phil Ginsburg	General Manager	831-2701	831-2096	McLaren Lodge, 501 Stanyan St.
Redevelopment Agency	Fred Blackwell	Executive Director	749-2588	749-2525	1 S. Van Ness Ave., 5 th Fl.
Rent Board	Delene Wolf	Director	252-4644	252-4699	25 Van Ness Ave., Ste. 320
Retirement System	Gary Emilio	Executive Director	487-7025	487-7023	30 Van Ness Ave., Ste. 3000
Sheriff	Michael Hennessey	Sheriff	554-7225	554-7050	City Hall, Rm. 456
Small Business, Office of / Small Business Commission	Regina Dick-Endrizzi	Executive Director	554-6481	558-7844	City Hall, Rm. 110

DEPARTMENT HEAD TELEPHONE NUMBERS

Department	Name	Title	Phone	Fax	Location
Status of Women, Department on the	Emily Murase	Director	252-3206	252-2575	25 Van Ness Ave., Ste.130
Taxis & Accessible Services, SFMTA Division of	Christiane Hayashi	Director	701-4400	701-5437	1 S. Van Ness Ave. 7 th Fl Lobby Window
Treasure Island	Mirian Saez	Executive Director	274-0300	274-0299	410 Ave. of Palms, Bldg. 1, 2nd Floor, Treasure Island
Treasurer/Tax Collector	Jose Cisneros	Treasurer	554-4478	554-4672	City Hall, Rm. 140
War Memorial	Elizabeth Murray	Managing Director	621-6600	621-5091	401 Van Ness Ave., Rm. 110
311 Customer Service Center	Nancy Alfaro	Director	701-2311	701-3104	1 S. Van Ness Ave., 2 nd Fl.



III. Appendices

AA3. Departments

DEPARTMENTS

ELECTED OFFICIALS

MAYOR

The Mayor is responsible for the performance of all departments under the supervision of the City's boards and commissions. The Mayor is directly responsible for appointments of departments and commissions, recommendations to the Board of Supervisors and the annual City budget. The Mayor appoints the City Administrator and the City Controller positions along with any elected post if it has been vacated before the end of term. During a city emergency, the Mayor may mobilize any City department and deputize and employ others as needed with the consent of the majority of the Board of Supervisors.

If the Mayor is deemed unable to fulfill his duties, the position may be filled by (in this order) the President of the Board of Supervisors; the Chair of the Finance Committee of the Board of Supervisors; the most senior member of the Board of Supervisors; the City Administrator

BOARD OF SUPERVISORS

The Board of Supervisors is the legislative body of San Francisco. Its members are elected from eleven districts. The Board is responsible for enacting all local laws, approving the City budget, appropriating City funds, setting the certain tax rates and fees and approving the hire of independent contractors.

The current standing committees of the Board are: Budget and Finance; City Operations and Neighborhood Services; Government Audit and Oversight; Land Use and Economic Development; Public Safety; Rules and City and School District.

An ordinance, a local law passed by the Board of Supervisors, must be introduced by a member of the Board and referred to a Board committee for study and report. After the committee reports back to the full Board, the ordinance must be read and voted on in two separate board meetings at least five days apart.

After the Board passes an ordinance or resolution, within twenty-four hours, the Clerk of the Board transmits it to the Mayor who must act on it within ten days. If the Mayor vetoes an ordinance or resolution, the Board may overturn the decision within thirty days by a two-thirds vote of all members of the Board.

Citizens may place ordinances on the ballot through the initiative process. Signatures obtained from 5% of the total number of registered voters may qualify an initiative ordinance for inclusion on the ballot. A charter amendment may qualify for inclusion on the ballot by a majority vote of the Board of Supervisors. Initiative charter amendments require signatures of 10% of the total number of registered voters.



ASSESSOR/RECORDER

The Assessor/Recorder's Office identifies all taxable real and personal property in the City and County of San Francisco; produces the assessment roll in accordance with California state law; assists taxpayers on issues and concerns regarding property valuation; and maintains official City records associated with land transactions, including deeds, security agreements, liens and maps.

CITY ATTORNEY

The City Attorney provides advice and counsel to every unit of local government. The office represents the City and County in all civil legal proceedings, both as defendant and plaintiff; drafts and reviews legislation, contracts, surety bonds and other legal documents; defends the validity of local laws and administrative actions of City officials; provides advice or written opinions to any officer, department head, board, commission or other unit of local government; makes recommendations to the Board of Supervisors for or against the settlement or dismissal of legal proceedings; investigates, evaluates and recommends disposition of all claims made against the City; protects residents and neighborhoods by enforcing existing building, health and public safety codes.

DISTRICT ATTORNEY

The District Attorney's Office reviews and prosecutes criminal acts in the City and County of San Francisco through the Felony and Misdemeanor Trial Divisions; maintains a Bureau of Criminal Investigation; operates a Victim Services Unit and administers various ancillary criminal justice programs.

PUBLIC DEFENDER

The Public Defender's Office provides constitutionally mandated representation to more than 20,000 adult indigent clients and 1,400 juvenile clients each year. The office advises clients of their legal rights and defends those rights throughout criminal, juvenile and mental health proceedings and conservatorships. The office also provides representation in the City's drug court, domestic violence court and behavioral health court. Additionally, the office provides expungement services, which clear individuals' criminal records or enables them to obtain rehabilitation certificates.

SHERIFF

The Sheriff is responsible for: detaining persons arrested or under court order; operating the county jail facilities and alternative sentencing programs; providing security for City facilities and executing criminal and civil warrants and court orders. The Sheriff operates jail facilities at the Hall of Justice, the San Bruno Complex (Jails 3 and 7), and San Francisco General Hospital. The department also transports prisoners from district police stations, jails, hospitals and courts. It also provides security for the courts, City Hall, the Hall of Justice, Family Courts at the Youth Guidance Center and other City facilities. In addition, the Sheriff enforces civil judgments including wage garnishments and evictions.

TREASURER/TAX COLLECTOR

The Treasurer collects all taxes and fees due to the City and County of San Francisco. This office implements and enforces the Business Tax Ordinances; bills, collects, records and reports payments of secured and unsecured property taxes, special assessments and license fees for the Health, Police and Fire Departments as well as dog licenses for the Department of Animal Care and Control. The Treasurer/Tax Collector invests City funds and provides a central payment center for collecting taxes, transient occupancy taxes and other regulatory licenses and permits as well as collection services for City and County delinquent accounts.



APPOINTED OFFICIALS

The following posts are appointed by the Mayor and confirmed by the Board of Supervisors:

CITY ADMINISTRATOR

The City Administrator has overall responsibility for the management and implementation of policies, rules and regulations promulgated by the Mayor, the Board of Supervisors and the voters. The City Administrator is also the Director of the General Services Agency, a broad set of departments, divisions, offices and programs. [For more information, see General Services Agency (GSA) Appendices Section AA, Government.]

The City Administrator chairs the Capital Planning Committee and must annually submit a ten-year capital expenditure plan to the Board of Supervisors. By statute and/or ordinance, the City Administrator also chairs the Real Estate Fraud Prosecution Trust Fund Committee and the Rate Board (Refuse Coll. & Disposal Ord.). The City Administrator sits on: the Rate Fairness Board (Water, Sewer Rates); the Committee on Information Technology (COIT); and the Workers' Compensation Council.

In addition to the above responsibilities, the City Administrator proposes rules of procurement and contracting to the Board of Supervisors and awards contracts. The City Administrator also provides general administrative, accounting, human resource and technical support for smaller departments, including the Department of Elections, Department of the Status of Women, First Five Commission and the Rent Arbitration Board.

CONTROLLER

The Controller's Office processes the City's budget, projects and certifies City revenues, develops and maintains financial information systems, conducts financial and performance audits, prepares and distributes paychecks to all City employees and assists departments with implementation of performance management and Citywide projects.

The Controller also reviews proposed contracts to determine if the work can be performed at a lower cost by City workers or by outside contracts. The Controller also assesses the cost of all the ballot measures. Once a year, the Controller submits a complete financial report to the Mayor, the Board of Supervisors and the City Administrator. Once every quarter, the Controller submits a report that summarizes revenues and expenditures and gives the current balance in each City fund.

DEPARTMENTS AND COMMISSIONS

311 CUSTOMER SERVICE CENTER

The San Francisco 311 Customer Service Center is the single point of contact for City and County of San Francisco information and services.

CALIFORNIA ACADEMY OF SCIENCES

The Academy consists of the Steinhart Aquarium, the Kimball Natural History Museum and the Morrison Planetarium. It has nine scientific research departments and hosts numerous public education programs. The Steinhart Aquarium is the only division of the Academy that receives City funding.

ADULT PROBATION

The Adult Probation Department: prepares pre-sentencing investigative and supplemental reports for the courts on individuals being sentenced after a felony conviction; refers probationers and victims to community-based treatment programs and counseling services; collects court fines, fees and victim restitution; enforces court-ordered convictions and supervises offenders on probation.

AGING AND ADULT SERVICES — HUMAN SERVICES AGENCY

Under the umbrella of the Human Services Agency, this department sponsors programs aimed at protecting aging and disabled San Franciscans through the following agencies:

- ❖ Office on the Aging provides services;
- ❖ In Home Supportive Services (IHSS) which provides care to the low-income elderly, disabled and blind;
- ❖ Adult Protective Services which assists the same class of residents who are at risk of being, or in fact abused and neglected;
- ❖ Office of the Public Administrator which oversees the estates of residents who die without a will or when appointed by a Superior Court order;
- ❖ Office of Public Conservator/ Public Guardian which provides financial management and personal conservatorships for vulnerable elders and adults.

AIRPORT COMMISSION/SAN FRANCISCO INTERNATIONAL AIRPORT

The Airport Commission and the San Francisco International Airport (SFO) provide operation and maintenance of airport facilities and runways, safety and security services, a noise abatement program and airport museum displays.

ANIMAL CARE AND CONTROL (ACC) — GENERAL SERVICES AGENCY

Animal Care and Control oversees the City's stray, injured, abandoned, neglected and mistreated animals and enforces all state and local animal control and welfare laws..

ARTS COMMISSION

The Arts Commission provides civic design review; maintains the civic art collection;



provides community arts and education programs; supports public art projects; dispenses cultural equity grants; hosts Arts Commission Gallery exhibitions and administers the street artists, and municipal symphony programs and the six City-owned cultural centers.

ASIAN ART MUSEUM

The Asian Art Museum houses the City's collection of over 17,000 Asian art objects, including the Avery Brundage Collection. The Museum provides long-term care, maintenance, security and display of the City's collection; hosts special exhibitions; and offers numerous educational and outreach programs.

BOARD OF APPEALS

The Board of Appeals hears administrative appeals from the public on licenses and permits issued, suspended, revoked or denied by any City department; from variances issued by the Zoning Administrator; and from the Planning Commission on specific rulings.

BUILDING INSPECTION (DBI)

The department enforces the City's building, housing, plumbing, electrical and mechanical codes, as well as its disability access regulations. The department's core services include inspection of buildings, structures and sites for compliance with local, state and federal laws regulating construction and site improvements. The department processes and issues permits and reviews building plans. DBI also conducts public outreach and education services on building safety and related issues.

CHILD SUPPORT SERVICES (DSS)

This department provides a child support program based on the legal duty of both parents to provide financial support for their child by:

- ❖ Locating parents and establishing paternity;
- ❖ Requesting and modifying child and medical support orders through the courts;
- ❖ Establishing and enforcing child support orders;
- ❖ Outreach to the local community to increase knowledge and understanding of the child support program.

CHILDREN, YOUTH AND THEIR FAMILIES (DCYF)

The Department of Children, Youth and Families supports more than 450 programs in community-based organizations, schools and City departments to deliver academic support, youth employment, early childhood education, family support, after-school activities, child care, arts, recreation and sports and medical and mental health services. DCYF also coordinates several initiatives with local agencies to work together to achieve common goals, including such programs as Afterschool For All, SafeStart, Jobs for Youth, Wellness Centers and Rec-Connect, a partnership with the Recreation and Parks Department.

CIVIL SERVICE COMMISSION (CSC)

This commission establishes rules, regulations and policies on public employment; hears appeals of the decisions of the Human Resources Director and the Director of

Transportation for Service-Critical Classes at the Municipal Transportation Agency; provides training and education regarding the merit system and monitors and audits the operation of the merit system through inspection services. This commission also conducts surveys, sets salaries for elected officials, provides outreach, information and notification of the Catastrophic Illness Program and administers the City's Employee Relations Ordinance.

CONVENTION FACILITIES MANAGEMENT—GENERAL SERVICES AGENCY

The Convention Facilities Department is responsible for management of the Moscone Center, Bill Graham Civic Auditorium and City Hall Special Events. The Department also provides direction and funding to the San Francisco Convention & Visitors Bureau in support of its mission to promote San Francisco as a destination for conventions, meetings and tradeshows.

COUNTY CLERK—GENERAL SERVICES AGENCY

The County Clerk issues marriage licenses and municipal identification cards; performs civil ceremonies; registers, certifies and/or maintains records such as domestic partnerships, notary publics, vital records and other forms.

ECONOMIC AND WORKFORCE DEVELOPMENT, OFFICE OF (OEWD)

The divisions of this office provide the following services:

- ❖ **Business Attraction and Retention Division** works to attract and retain businesses.
- ❖ **Workforce Development Division** provides overall strategic coordination for the City's workforce system; implements job training programs aimed at providing residents with access to careers in high demand industries and provides funding to nonprofit agencies that work in partnership with the City to achieve workforce development goals.
- ❖ **Neighborhood Commercial Revitalization Division** facilitates the revitalization of commercial corridors in economically disadvantaged neighborhoods and creates Community Benefits Districts (i.e., Business Improvement Districts) throughout the city. It also uses Federal funds to strengthen the physical and economic infrastructure of neighborhoods by providing grants and loans to nonprofit organizations and small businesses.
- ❖ **Joint Development Division** manages major public-private real estate development projects in order to maximize public benefits, including the development of affordable housing, jobs and economic activity and open space.
- ❖ **International Trade and Commerce Division** increases international business opportunities in the city by fostering the Sister City program and, in partnership with San Francisco International Airport, attracting new airlines and expanding existing international airline activity.

This department also oversees the activities of the following commissions:

- ❖ **Film Commission** promotes San Francisco as a film destination and spurs additional City revenue and jobs by attracting and facilitating film productions.
- ❖ **Small Business Commission** provides policy direction on small business issues and operates a Small Business Assistance Center that provides information and support to small businesses.



ELECTIONS COMMISSION

The Elections Commission has policy-making authority and oversight of all federal, state, district and municipal elections in the City and County of San Francisco. The commission is responsible for the proper administration of the department.

ELECTIONS, DEPARTMENT OF

The department manages the registration of voters, the placement of ballot initiatives and the administration of elections and outreach programs to all eligible residents. The department maintains voter rolls, produces and distributes voter information pamphlets, administers precinct and absentee voting and responds to all questions concerning the election process.

EMERGENCY MANAGEMENT, DEPARTMENT OF (DEM)

This department plays an integral role in ensuring command and control during daily emergencies, large-scale citywide events and when the emergency involves natural or man-made disasters. The department is composed of two sections:

- ❖ **Emergency Communications (911)** processes police, medical and fire emergency calls. It is also responsible for monitoring and coordinating two-way radio communication with public safety responders..
- ❖ **Emergency Services** leads the disaster preparedness and response planning for the City and County of San Francisco.

ENTERTAINMENT COMMISSION—GENERAL SERVICES AGENCY

The Entertainment Commission accepts reviews, gathers information in regard to, and conducts hearings for entertainment-related permit applications. It also plans and coordinates the provision of any City services for major events when there is no recognized organizer, promoter or sponsor.

ENVIRONMENT COMMISSION

The Commission on the Environment sets policy for the Department of the Environment and advises the Mayor and Board of Supervisors on environmental matters.

ENVIRONMENT

SF Environment provides programs for San Francisco residents and businesses, including recycling, toxics reduction, environmental justice grants and energy efficiency. The department also educates the public by providing easily accessible comprehensive information on a wide range of sustainable practices.

ETHICS COMMISSION

The Ethics Commission acts as a filing officer, enforcement and investigations entity, administrator of public finance programs and advisor to City departments on ethical matters.

FILM COMMISSION

The Film Commission, under the aegis of the Mayor's Office of Economic and Workforce Development, works with other City departments, the film industry and neighborhood and merchant groups to coordinate filming in San Francisco. The commission markets and promotes San Francisco as a filming destination to the film industry.

FINE ARTS MUSEUMS

The Fine Arts Museums of San Francisco conserves, collects, exhibits art and provides arts education programs. It stewards a permanent collection of over 100,000 pieces of art objects, arts education programs, special exhibitions, and conservation laboratories. The Fine Arts Museums operates two museums: the California Legion of Honor and the M.H. De Young Memorial Museum. The Legion of Honor's collection includes European Art, Ancient Art and the Achenbach Foundation for Graphic Arts. The De Young collection includes American Art, Arts of Africa, Oceania and the Americas and Textiles.

FIRE COMMISSION

The Fire Commission sets policy for the Fire Department and supports the administration of the department.

FIRE DEPARTMENT

The Fire Department provides fire suppression, fire prevention and education programs, commercial and residential building inspections, fire and arson investigations, emergency medical response services, and community disaster preparedness training.

FIRST FIVE COMMISSION

The First Five San Francisco, also known as the San Francisco Children and Families Commission, provides educational resources for preschool children; health resources for children including health insurance, dental education, prevention and treatment and access to community-based resources and information for families.

GRANTS FOR THE ARTS (GFTA)—GENERAL SERVICES AGENCY

Grants For The Arts/Hotel Tax Fund provides grant funding for an array of arts and cultural organizations and events in San Francisco. A portion of the 14% room tax levied on local hotel rooms finances this economic investment in the activities of diverse arts and promotional groups.

GENERAL SERVICES AGENCY—CITY ADMINISTRATOR

The City Administrator manages or oversees the operations of a wide range of City departments, offices and programs under the rubric of the General Services Agency. Some of those entities include: the 311 Customer Service Center; Animal Care and Control; City Hall; Convention Facilities; County Clerk; Disability Access; Entertainment Commission; Fleet Management; Grants For The Arts; Office of Civic Engagement and Immigrant Affairs; Office of Contract Administration; Office of Labor Standards Enforcement; Medical Examiner; Public Works; Real Estate; Risk Management; Department of Technology and the Treasure Island Development Authority. Additionally, the City Administrator is assigned special projects by the Mayor.



HEALTH COMMISSION

The Health Commission oversees the provision of public health services. It is the governing body for the Department of Public Health and has jurisdiction over San Francisco General Hospital, Laguna Honda Hospital, district health clinics, AIDS services, mental health services, public health services, substance abuse programs, emergency room services and jail health services. Commissioners are responsible for setting public health policies for the City and County, approving the department's budget, considering contracts and managing fiduciary and legal matters.

HEALTH SERVICE SYSTEM (HSS)

The Health Service System provides health and other benefits to City employees.

HOUSING AUTHORITY (SFHA)

The Housing Authority manages some 6,000 units of public housing in more than forty-eight developments located throughout the city. SFHA developments are home to more than 2,200 seniors and disabled citizens. The rest are family housing.

HUMAN RESOURCES (DHR)

The department administers the civil service provisions of the Charter; provides personnel and organizational development services to departments; ensures equal employment opportunity and workforce diversity; administers employee healthcare and workers' compensation benefits and represents the City and County in collective bargaining with employee organizations.

HUMAN RIGHTS COMMISSION (HRC)

This commission implements and enforces City ordinances that prohibit discrimination in City contracts, housing employment and public accommodations. It addresses discrimination against protected classes including: race; color; creed; religion; national origin; ancestry; age; sex; gender identity; HIV status; domestic partner status; disability; and weight/size.

HUMAN SERVICES AGENCY (HSA)

The Human Services Agency includes the Department of Aging and Adult Services and the Department of Human Services. The agency serves families, children, the elderly, the underemployed, disabled and dependent adults. It provides three types of core services—safety net programs for low-income families and individuals who are unable to support themselves; programs designed to protect the well-being of children, families, the elderly and dependent adults; and programs that promote economic self-sufficiency among the working poor and recipients of public assistance. Programs include Care Not Cash; Food Stamps; Housing and Homeless, Medi-Cal; In-Home Support Services; Foster Care; Employment and Training Services; County Adult Assistance Programs; and CalWORKS.

JUVENILE PROBATION

The department provides field services for investigations and supervision of delinquent youth, a short-term secure residential custody for youth awaiting court hearings and a post-disposition residential program for delinquent male wards of the court. The department provides administrative, financial, buildings and ground support services to these facilities.

LAW LIBRARY

The law library provides up-to-date legal information and reference services concerning federal, state and local laws to all San Franciscans, including the general public, attorneys, the judiciary, elected officials, City departments, state, local and federal agencies, non-profits, legal services organizations, the courts, small and large businesses, corporations, law firms and students. The Law Library operates at three locations including the Main Law Library at Civic Center, the downtown branch library and the courthouse branch.

LIBRARY

The Public Library, through the Main Library, twenty-seven branch libraries and five bookmobiles provides a full array of public library services and programs. Special programming includes children's reading programs and Kidsmobile program, Project Read, Library on Wheels and the Youth Guidance Center Library.

MEDICAL EXAMINER'S OFFICE—GENERAL SERVICES AGENCY

The department provides forensic medicine and toxicology services to deceased and living individuals in accordance with California state law. The department investigates and determines the cause, circumstance and manner of all deaths reported. In addition, the department provides forensic toxicology analysis for criminal cases of both the living and the dead and neutral expert forensic testimony in criminal courts.

MUNICIPAL TRANSPORTATION AGENCY (MTA)

Municipal Railway provides trolley bus, motor coach, light rail, cable car, historic cars and paratransit services in the city. The Parking and Traffic Division enforces all local and state parking laws; issues parking permits; manages City-owned parking garages; installs and maintains traffic signals, parking meters, traffic signs and street markings; coordinates safe traffic flow at school intersections, on high-use transit corridors and in neighborhoods and commercial districts; processes and adjudicates parking citation and tow appeals.

OFFICE OF CITIZEN COMPLAINTS (OCC)

The OCC investigates complaints against San Francisco police officers. Although it is under the authority of the Police Commission, it is staffed by civilians who have never been police officers in San Francisco.

**OFFICE OF CONTRACT ADMINISTRATION (OCA)—GENERAL SERVICES AGENCY**

The department administers the procurement of the material, services and equipment that are required by City departments. It manages the bidding, award and administration of City contracts; manages, recycles or disposes surplus City furniture, equipment and supplies.

OFFICE OF LABOR STANDARDS ENFORCEMENT (OLSE)—GENERAL SERVICES AGENCY

The Office of Labor Standards Enforcement (OLSE) enforces labor laws adopted by San Francisco voters and the San Francisco Board of Supervisors. OLSE ensures that public works contractors comply with prevailing wage regulations, enforces the Minimum Compensation Ordinance and Health Care Accountability Ordinance and administers the City's Sweatfree Contracting Ordinance. OLSE also enforces labor laws of general application, including the San Francisco Minimum Wage Ordinance, Paid Sick Leave Ordinance, and Health Care Security Ordinance.

PARKING AND TRAFFIC (DPT)

Under the authority of the MTA, this agency enforces all local and state parking laws; issues parking permits; manages city-owned parking garages; installs and maintains traffic signals, parking meters, traffic signs, and street markings; coordinates safe traffic flow at school for high-use transit corridors and commercial districts; and processes and adjudicates all parking citation and tow appeals.

PLANNING COMMISSION

The Planning Commission develops, updates, and implements the city's General Plan. The Commission must approve any projected plan brought to it by the professional staff of the Planning Department.

PLANNING DEPARTMENT

The Planning Department maintains the City's General Plan and develops planning code controls and other regulations that implement the General Plan. It reviews project applications, provides public information and implements code enforcement programs. It also prepares state and federally mandated environmental review documents for the City and County.

POLICE COMMISSION

The Police Commission is responsible for setting policy for the Police Department and has the power to organize and manage the department. The commission reviews applications of meritorious conduct. The Police Commission also oversees the Office of Citizen Complaints that is responsible for reviewing and investigating all complaints from the public about police action.

POLICE DEPARTMENT

The Police Department enforces and investigates violations of national, state, and local laws through proactive foot, vehicle, horse and bike patrols; provides emergency response to reported incidents; and operates ten district stations, a crime laboratory, and a training academy.

PORT COMMISSION

The Port Commission promotes a balance of maritime, recreational, industrial, transportation, public access and commercial activities through its management and development of the waterfront.

PORT OF SAN FRANCISCO

The Port leases and manages commercial, industrial and maritime properties and provides waterfront access and recreational activities for the benefit of the public. Its divisions include:

- ❖ Engineering and Environmental
- ❖ Maritime
- ❖ Maintenance
- ❖ Planning and Development
- ❖ Real Estate
- ❖ Administration

PUBLIC HEALTH (DPH)

The Department of Public Health provides healthcare at San Francisco General Hospital, Laguna Honda Hospital, community health centers and the county jail. The department also provides services for health promotion and prevention, maternal and child healthcare, HIV/ AIDS programs, disease control, substance abuse treatment, mental health programs, environmental health and housing and homeless assistance.

PUBLIC UTILITIES COMMISSION (PUC)

The Public Utilities Commission consists of the Water Enterprise, the Wastewater Enterprise, Hetch Hetchy Enterprise and the SFPUC Bureaus that provide managerial, planning and administrative support to the three enterprises. The Water Enterprise delivers 250 million gallons of water per day to 2.4 million customers in the Bay Area. The Wastewater Enterprise operates, cleans and maintains 900 miles of City sewers, 17 pump stations, three wastewater-treatment plants and responds to sewer-related service calls. Hetch Hetchy operates and maintains power transmission and generation facilities, buys and sells electric power, provides energy conservation and renewable resource solutions to City departments and maintains 20,000 streetlights.



PUBLIC WORKS (DPW)—GENERAL SERVICES AGENCY

The Department of Public Works cleans, repairs and maintains City streets, sidewalks, plazas, stairways, other public areas and issues permits. In addition, the department coordinates street excavation work, maintains City-owned street trees, enforces litter laws and removes graffiti and illegal signs. It regulates street and sidewalk use while enhancing and protecting the public right-of-way; promotes the undergrounding of overhead utilities; and provides architectural, civil, structural and mechanical engineering services, including project and construction management services.

REAL ESTATE DIVISION—GENERAL SERVICES AGENCY

The division is responsible for the acquisition of all real property required for City purposes, the sale of surplus real property owned by the City and the leasing of property required by various City departments. Real Estate also provides property management services for City Hall and other City-owned buildings. It operates and maintains City buildings by providing custodial and engineering services. Additionally, the division completes market value appraisals of real property considered for City sale or acquisition and contracts for the demolition of obsolete City-owned buildings.

RECREATION AND PARKS

The Recreation and Park Department maintains parks, preserves the environment and provides enriching recreational activities. The department is responsible for more than 200 parks, playgrounds and open spaces, including Camp Mather, the Marina Yacht Harbor and Monster Park; six municipal golf courses and other recreational facilities and urban forestry.

REDEVELOPMENT AGENCY (SFHA)

The agency provides financing for public improvements, maintains open spaces within redevelopment project areas, works to increase and preserve the availability of affordable housing, supports job training and placement of workers, facilitates public/ private development partnerships, and promotes economic development. This agency is funded by the state.

RENT ARBITRATION BOARD

This agency provides information to the public regarding the Rent Ordinance and Rules and Regulations, as well as other municipal, state and federal ordinances in the area of landlord/tenant law. The Hearings and Appeals section consists of nine administrative law judges (ALJs) who are supervised by two senior administrative law judges. The ALJs are attorneys who conduct arbitrations and mediations to resolve disputes between landlords and tenants and issue decisions in accordance with applicable laws.

RETIREMENT SYSTEM (SFERS)

The Retirement System Board secures, protects and invests the City's \$14.2 billion Retirement Trust; administers mandated benefit programs and provides promised benefits. The Retirement System disburses monthly benefit checks to 20,000 retired employees and beneficiaries; provides counseling to active and retired employees/beneficiaries; implements legislative changes in benefit payments and maintains historical employment data on more than 100,000 former or non-SFERS City employees. It is the sole arbiter of benefits, retirement claims and pensions. It also oversees and manages the administration of the City's \$1.2 billion Deferred Compensation Plan.

STATUS OF WOMEN, COMMISSION ON THE (COSW)

The Commission on the Status of Women is charged with ensuring women and girls equal economic, social, political and educational opportunities throughout the city.

STATUS OF WOMEN, DEPARTMENT ON THE

The department is responsible for implementing policy initiatives and programs as determined by the seven-member commission. It works to foster and advocate for the advancement of human rights and well-being of women and girls, particularly in those issues that impact marginalized females of all ages.

TECHNOLOGY, DEPARTMENT OF—GENERAL SERVICES AGENCY

The department provides information technology and telecommunications services to the departments and agencies of the City and County of San Francisco through the following divisions:

- ❖ Operations and Infrastructure
- ❖ Technology Consulting Services
- ❖ Public Safety Support
- ❖ Administration
- ❖ Publishing and Mail Services

WAR MEMORIAL

The Board of Trustees manages, operates and maintains the War Memorial and Performing Arts Center buildings and grounds, including the War Memorial Opera House, the War Memorial Veterans Building, the Louise M. Davies Symphony Hall and the Harold L. Zellerbach Rehearsal Hall and Memorial Court.



III. Appendices

AB. Legislative Process

I. SAN FRANCISCO'S LEGISLATIVE PROCESS

CLERK OF THE BOARD/LEGISLATIVE ADMINISTRATOR

The Clerk of the Board is the Legislative Administrator for the legislative branch of the government. The Clerk of the Board's primary role is to provide administrative support to the Board of Supervisors and its other organizations: (1) Office of the Legislative Analyst, which assists the Board in addressing policy and municipal issues through research and analyses; (2) Assessment Appeals Board, which allows taxpayers to appeal their property tax assessment; (3) Youth Commission, which advises Board members and the Mayor on issues related to children and youth and (4) Sunshine Ordinance Task Force, which advises the Board and provides information to other City departments on appropriate ways to implement the Sunshine Ordinance. In addition, the Clerk of the Board administers the Budget Analyst contract and is Executive Officer of the San Francisco Local Agency Formation Commission (LAFco).

LEGISLATIVE ACTIONS

Legislation consists of ordinances, resolutions and occasionally formal motions. Six votes are required to pass ordinances, resolutions and motions unless a greater number is required by state law, Charter provision, ordinance or Board rule. The Rules of Order contain an index to votes required on various matters. A majority of those present is required to amend proposed measures and approve most parliamentary motions.

Ordinances are prepared and approved as to form by the City Attorney. A Supervisor may request a draft of an ordinance by submitting a request on an "introduction" form to the Clerk, who then requests the City Attorney to prepare the ordinance. The Supervisor may also make the request directly to the City Attorney.

Resolutions are usually prepared by the office of the sponsoring Supervisor or prepared by staff within a City department.

Motions are usually prepared by the office of the sponsoring Supervisor or prepared by staff within a City department.

LEGISLATIVE DIGEST

The Board requests the City Attorney's office to provide, as a routine practice, a brief digest of any proposed ordinance whenever the text of the ordinance is more than two pages in length, preferably so that it is available at the time of ordinance introduction. The Board asks that each digest be brief and explain in as simple English as possible the effects of the ordinance on existing law. A cover letter from a department head may also summarize the legislation.



INTRODUCED LEGISLATION

An ordinance or resolution is introduced in writing by a member of the Board by presenting it to the Clerk, pursuant to Board rules, or by presenting it in a Board meeting. When a department head or a commission established by the Charter proposes an ordinance or resolution, it is normally brought to the office of the Clerk of the Board prior to Monday at 9:00 a.m., listed at the rear of the Board agenda on the second following Tuesday and is considered introduced by the Board President at that time.

RULES OF ORDER

The Board refers to its Rules of Order, although the Board utilizes Roberts Rules of Order on points not covered by the Board's Rules. The Rules of Order are provided to Board members under separate cover.

PARLIAMENTARIAN

The Clerk of the Board is the parliamentarian and advises the Board on procedure; the Board President makes parliamentary rulings subject to appeal as provided in the rules.

BOARD MEETINGS

The Board holds a regular meeting in the Chamber each week at 2:00 p.m. on Tuesday, unless it is a holiday, in which case the meeting is held on the next regular business day. The Board shall not meet during the week after Thanksgiving, between December 24 and December 31, inclusive, nor on any Monday or Tuesday if the following day is a holiday, unless the Board, by majority vote, decides to hold a meeting at these times (Rule 6.2).

ABSENSES FROM A MEETING

Supervisors who plan to miss a Board meeting or committee meeting should file a form with the Clerk stating the date of departure, the date of return and the dates of any Board meetings and committee meetings to be missed. The Clerk will ensure that absent members are excused from attendance, a requirement of the Rules of Order.

ABSTENTION FROM VOTING

Supervisors must vote on every matter unless they have a conflict of interest of a nature that requires them to refrain from voting. When a Supervisor believes he or she will be required not to vote, the Supervisor should consult with the City Attorney or Deputy City Attorney in advance of the meeting at which the matter will be decided and should ask the Board to excuse the member from participating in a matter as soon as the matter is called and before any action or debate occurs.

STAFF PROTOCOL DURING BOARD MEETINGS

Department staff, aides and others are not allowed on the floor of the Chamber during Board meetings. If there is a need to communicate with a Supervisor, the aide and /or staff member should come to the doorway or rail and wait. The Sergeant-at-Arms will deliver messages or items to the Supervisors.

II. MISCELLANEOUS

SENIORITY OF THE MEMBERS OF THE BOARD

Seating in the Chamber, selection of City Hall offices, parking spaces and the ability to serve as a member on boards that are compensated are based on seniority in terms of longest number of years served consecutively. Generally the Clerk polls Supervisors in seniority order as to their preferences.

Seating in the Chamber: Rules of Order 6.21 provides that vacant seats in the Chamber shall be assigned on the basis of seniority, and that Supervisors shall not involuntarily be displaced, except that a retiring president, when reached in seniority, may choose to occupy either a vacant seat or a seat occupied by a Supervisor with less seniority. A selection of seats is made each time the composition of the Board changes (after elections and appointments) along with the selection of offices and parking spaces, all based on seniority.

Parking: Parking passes are issued to Board members to park in a numbered permit space on the street on the east side of City Hall. Permits are valid only for the spaces to which they are assigned.

Board Member Offices: Each Supervisor has a private office on the second floor of City Hall. His/her two aides occupy adjoining offices in the same suite.

LEGISLATIVE EXPENSE ACCOUNT

The Legislative Expense Account is funded at an amount of \$5,000 per year for each Supervisor. A Supervisor taking office in the middle of a fiscal year receives a proportionate amount. Thus, a Supervisor taking office at noon on January 8 could use \$2,500 for the remainder of the fiscal year. The Legislative Expense account of the President of the Board is an additional \$5,000 per year. The Legislative Expense Account of the representative to CSAC is an additional \$1,000 per year.

The Clerk's Office accounting staff pays for general office supplies commonly used by every office, including standard stationery, pens, pencils, staples, telephone message pads, etc. The Legislative Expense Account may be used for purchases related to legislation, which are not used by all offices. Allowable expenses include:



- ❖ Automobile use
- ❖ Business cards with other than English translation
- ❖ Cellular phone rental
- ❖ Certificate of honor folders
- ❖ Computers/accessories
- ❖ Fax machines
- ❖ Express mail and special deliveries
- ❖ Newspapers
- ❖ Furniture
- ❖ Pager rental
- ❖ Special stationery
- ❖ Language Line Services
- ❖ Travel and conferences

With respect to purchase and maintenance of computer equipment, other than standard equipment assigned to offices, prior approval by the Information Systems staff is required. Any questions regarding the use of the Legislative Expense Account should be directed to the Accounting staff and/or the Clerk of the Board.

BOARD MEETING ROOMS

Authority

The Chamber is available under direction of the President of the Board, subject to provisions in Rule 6.13. The other meeting space is available under direction of the Clerk of the Board as Department Head, subject to provisions, which may be adopted by the Board. A record of reservations for the facilities is kept in a red binder in the Clerk's office.

Rooms may not be used by non-government organizations.

Chamber

Under Rule 6.13, the President of the Board has the power and duty to provide general direction over the Chamber of the Board.

The President has directed the Clerk to permit the use of the Chamber as follows:

- a. For meetings of the full Board;
- b. For meetings of committees of the Board when the committee hearing room is in use by another committee;
- c. For meetings of the Board when attendance at a committee meeting is expected to be so great that the committee hearing room is inadequate;
- d. For brief visits by groups led by City Hall docents; visits by school groups; or visits by guests of officials of the City;
- e. For brief incidental filming by local television crews of a background location for a news story or editorial with nameplates of Supervisors not to be filmed.

The President may grant the use of the Chamber for the following additional purposes when it is not scheduled for business of the Board. Such requests shall be routed through the Clerk of the Board:

- a. For a meeting held by an agency of the regional, federal, state or city and county governments for the transaction of public business when it is clear that its normal meeting facilities will not be able to handle an audience of unusual size. On occasions when the President will not be available to make a timely decision on such a request, the Clerk is authorized by the President to grant such permission.
- b. For a ceremonial function such as an inauguration ceremony.

Approval of the use of the Chamber shall be on the conditions of:

- ❖ No smoking
- ❖ No eating
- ❖ No moving furniture
- ❖ Leaving the Chamber in the condition in which it was found.

Meeting Facilities Other Than the Chamber

As Legislative Administrator, the Clerk of the Board shall permit the use of the committee hearing room and the Board conference room for the following purposes in following priority order with lower listed users required to vacate the room when a higher user desires the room:

Committee Hearing Room

- a. For full Board closed sessions.
- b. For meetings of Board committees.
- c. For City government meetings requested by a Board member when a Supervisor or an aide will be present.
- d. For meetings of city political committees only when required by state law to meet in City Hall.
- e. For occasional meetings of other City government groups at the discretion of the Clerk (who shall consult with the President in the event of any question of appropriateness) when there is no other appropriate place to meet.
- f. The Clerk shall not permit the regular use of the Committee Hearing Room for purposes other than those listed above without approval by motion of the Board.

Conference Room

- a. For meetings requested by a Board member when a Supervisor or an aide will be present.
- b. For occasional meetings of City government groups at the discretion of the Clerk (who shall consult with the President in the event of any question of the appropriateness) when there is no other appropriate place to meet.
- c. The Clerk shall not permit the regular use of the Conference Room for purpose other than those listed above without approval by motion of the Board.



CERTIFICATES OF HONOR AND LETTERS OF COMMENDATION

The Board awards certificates of honor and letters of commendation.

Supervisors may issue letters of commendation and certificates of honor without limit. They are especially appropriate for groups of people. A format has been prepared for letters of commendation on Board computers for easy printing.

IN MEMORIAMS

The Board adjourns meetings in memory of persons who recently passed away. At the end of each Board meeting, the Clerk reads the names of persons in whose memory the Board is adjourning. Names should be submitted to the Clerk prior to the end of the meeting.

RECOMMENDATIONS TO CITY AND COUNTY OF SAN FRANCISCO DEPARTMENT HEADS

The Charter prohibits Supervisors from suggesting personnel or contract actions to department heads. The Board does have the power of inquiry. When a Supervisor requests the Clerk to write a letter of inquiry on behalf of the Board, the requesting Supervisor should submit a written memorandum outlining the subject matter of the request.

CONFLICT OF INTEREST

Board members are subject to conflict of interest laws. California's Political Reform Act prohibits public officials from making, participating in making or in any way seeking to influence government decisions in which they have a financial interest. Conflict of Interest statements for Board Members are filed with the Ethics Commission. Check with the City Attorney's Office for advice on potential conflicts of interest.

SAN FRANCISCO CITY CHARTER AND MUNICIPAL CODE (SFMC)

The Charter and Municipal Codes are available in hard copy or on the City and County's web page at www.sfgov.org. Hard copies of the City Charter and Municipal Codes are available in the Clerk of the Board's office.

PUBLIC RECORDS

The Office of the Clerk of the Board is responsible for the official legislative files of the Board of Supervisors. For information regarding retention policies related to constituent correspondence, check with the Clerk of the Board or the City Attorney's Office.

III. OTHER ORGANIZATIONS WITHIN THE BOARD

ASSESSMENT APPEALS BOARD

The Assessment Appeals Board hears property tax appeals and complies with the California Revenue and Taxation Code. There are three staff members and three Assessment Appeals Boards (a total of 16 board members).

BUDGET ANALYST

The Budget Analyst reviews and reports on all financial matters before the Board. It also conducts audits as directed by the Board. The Budget Analyst contract is a Joint Venture Agreement For Professional Budget Analyst Services between the City and County of San Francisco and Stanton W. Jones and Associates; Debora A. Newman; Rodriguez, Perez, Delgado & Company, Certified Public Accountants; Harvey M. Rose Associates LLC; and Louie & Wong LLP, Certified Public Accountants.

BUDGET BOARD/CLERK OF THE BOARD

It is about \$11,000,000. The Board budget is available upon request.

OFFICE OF THE LEGISLATIVE ANALYST

The Office of the Legislative Analyst's mission is to provide independent and objective information, research and analyses to assist the legislative body as a whole in addressing policy issues. In addition, it provides individual support to the Board Members in creating and drafting legislation and policy issues. There are two staff members.

SAN FRANCISCO LOCAL AGENCY FORMATION COMMISSION

LAFco is responsible for reviewing and approving proposed jurisdictional boundary changes, including annexations and detachments of territory to and/or from cities and special districts, incorporations of new cities, formations of new special districts and consolidations, mergers and dissolutions of existing districts. In addition, LAFco must review and approve contractual service agreements, determine spheres of influence for each city and district and may initiate proposals involving district consolidation, dissolution, establishment of subsidiary districts, mergers and reorganizations (combinations of these jurisdictional changes).



SUNSHINE ORDINANCE TASK FORCE

The Sunshine Ordinance Task Force is charged with seeing that the City's Sunshine Ordinance is enforced. In essence, it assures that the City's operations and deliberations of the commissions, boards, councils and other agencies are conducted before the people are open for public review. There is an administrator assigned to this function.

YOUTH COMMISSION

The Youth Commission's charge is to serve as liaison and advocate for youth. It has held health day conferences, lobby days in Sacramento and initiated legislation responding to youth issues. There are three staff members and 17 Youth Commissioners (ages 12-23).

IV. LEGISLATIVE ASSISTANTS (BOARD AIDES)

Supervisors may select two aides. The aides provide staff support for the Board of Supervisors and act as a liaison with the community. The Clerk of the Board is the appointing officer, although in practice, Board Members (Supervisors) select their legislative aides. Supervisors interested in hiring aides should contact the Payroll/Personnel Administrator in the Clerk's Office for assistance prior to making the appointment. The aides interact with the Office of the Clerk of the Board, the City Attorney's Office, the Budget Analyst's Office, Office of the Legislative Analyst and other departments on an ongoing basis.



III. Appendices

AB2. Past Supervisors

1942 – 2009

PAST MEMBERS OF THE BOARD OF SUPERVISORS

Roberta Achtenberg	Elected	01/08/1991 - 06/02/1993
	Elected	01/08/1989 - 01/08/1993
Angela Alioto	Elected	01/08/1993 - 01/08/1997
Tom Ammiano	Elected	01/08/1995 - 01/08/1999
	Elected	01/08/1999 - 01/08/2001
	Elected	01/08/2001 - 01/08/2005
	Elected	01/08/2005 - 01/08/2009
Byron Arnold	Appointed	08/01/1951 - 01/08/1952
	Elected	01/08/1952 - 09/01/1955
John J. Barbagelata	Elected	01/08/1970 - 01/08/1974
	Elected	01/08/1974 - 01/08/1978
John Bardis	Elected	01/08/1980 - 01/08/1981
Alicia Becerril	Appointed	01/24/1999 - 01/08/2001
Joe Beeman	Appointed	01/03/1967 - 01/08/1968
William C. Blake	Appointed	01/04/1955 - 01/08/1958
	Elected	01/08/1958 - 01/08/1962
	Elected	01/08/1962 - 01/08/1966
	Elected	01/08/1966 - 01/08/1970
Roger Boas	Elected	01/08/1962 - 01/08/1966
	Elected	01/08/1966 - 01/08/1970
	Elected	01/08/1970 - 02/20/1973
Harry Britt	Appointed	01/10/1979 - 01/08/1980
	Elected	01/08/1980 - 01/08/1981
	Elected	01/08/1985 - 01/08/1989
	Elected	01/08/1989 - 01/08/1993
Amos C. Brown	Appointed	05/29/1996 - 01/08/1999
	Elected	01/08/1999 - 01/08/2001
Matthew C. Carberry	Elected	01/08/1954 - 05/10/1956



Joseph Casey	Appointed	09/01/1955 - 01/08/1956
	Elected	01/09/1956 - 01/08/1960
	Elected	01/08/1960 - 01/08/1964
	Elected	01/08/1964 - 01/08/1968
George Y. Chinn	Appointed	02/20/1973 - 01/08/1974
George Christopher	Elected	01/08/1946 - 01/08/1950
	Elected	01/08/1950 - 01/08/1954
	Elected	01/08/1954 - 01/09/1956
Jesse C. Coleman	Appointed	10/17/1961 - 01/08/1962
Annemarie Conroy	Appointed	04/06/1992 - 01/08/1995
Harold S. Dobbs	Elected	01/08/1952 - 01/08/1956
	Elected	01/09/1956 - 01/08/1960
	Elected	01/08/1960 - 01/08/1964
Lee S. Dolson	Elected	01/08/1978 - 01/08/1980
	Elected	01/08/1981 - 01/08/1983
Michael J. Driscoll	Appointed	01/04/1971 - 01/08/1972
Charles A. Ertola	Appointed	12/13/1954 - 01/08/1956
	Elected	01/09/1956 - 01/08/1960
	Elected	01/08/1960 - 01/08/1964
	Elected	01/08/1964 - 05/20/1964
John A. Ertola	Appointed	06/03/1964 - 01/08/1968
	Elected	01/08/1968 - 01/03/1971
Don Fazackerley	Elected	01/08/1948 - 01/08/1952
Dianne Feinstein	Elected	01/08/1970 - 01/08/1974
	Elected	01/08/1974 - 01/08/1978
	Elected	01/09/1978 - 12/04/1978
John J. Ferdinand	Elected	01/08/1952 - 01/08/1956
	Elected	01/09/1956 - 01/08/1960
	Elected	01/08/1960 - 01/08/1964
	Elected	01/08/1964 - 09/01/1964

Terry A. Francois	Appointed	09/01/1964 - 01/08/1968
	Elected	01/08/1968 - 01/08/1976
	Elected	01/08/1972 - 01/08/1976
	Elected	01/08/1976 - 01/08/1978
Dan Gallagher	Elected	01/08/1942 - 3/22/1952
Jim Gonzalez	Appointed	12/08/1986 - 01/08/1989
	Elected	01/08/1989 - 01/08/1993
Matt Gonzalez	Elected	01/08/2001 - 01/08/2005
Robert E. Gonzales	Appointed	01/06/1969 - 01/08/1972
	Elected	01/08/1972 - 01/08/1976
	Elected	01/08/1976 - 01/08/1978
	Elected	01/08/1978 - 01/08/1980
Tony Hall	Elected	01/08/2001 - 01/08/2005
James Leo Halley	Appointed	02/11/1948 - 08/20/1951
	Appointed	09/11/1952 - 01/08/1954
	Appointed	04/23/1954 - 01/08/1956
	Elected	01/09/1956 - 01/08/1960
	Elected	01/08/1960 - 07/16/1963
Terence Tyrone Hallinan	Elected	01/08/1989 - 01/08/1993
	Elected	01/08/1993 - 01/08/1996
Richard D. Hongisto	Elected	01/08/1981 - 01/08/1983
	Elected	01/08/1983 - 01/08/1987
	Elected	01/08/1987 - 01/08/1991
Donald Horanzy	Appointed	12/07/1978 - 01/08/1981
Tom Hsieh	Appointed	09/05/1986 - 01/08/1989
	Elected	01/08/1989 - 01/08/1993
	Elected	01/08/1993 - 01/08/1997
	Elected	01/08/1978 - 01/08/1981
Ella Hill Hutch	Elected	01/08/1981 - 02/25/1981
	Elected	01/08/2006 - 01/08/2007
Ed Jew	Appointed	01/08/2007 - 01/11/2008
	Elected	



Leslie Katz	Appointed	06/01/1996 - 01/08/1997
	Elected	01/08/1997 - 01/08/2001
Barbara Kaufman	Elected	01/08/1993 - 01/08/1997
	Elected	01/08/1997 - 01/08/2001
Willie B Kennedy	Appointed	03/06/1981 - 01/08/1985
	Elected	01/08/1985 - 01/08/1989
	Elected	01/08/1989 - 01/08/1993
	Elected	01/08/1993 - 05/31/1996
Quentin L. Kopp	Elected	01/08/1972 - 01/08/1976
	Elected	01/08/1976 - 01/08/1978
	Elected	01/08/1978 - 01/08/1981
	Elected	01/08/1981 - 01/08/1985
	Elected	01/08/1985 - 11/30/1986
Ed Lawson	Elected	01/08/1980 - 01/08/1981
	Appointed	09/09/1977 - 01/08/1978
	Elected	01/08/1978 - 01/08/1980
Susan Leal	Appointed	06/07/1993 - 01/08/1995
	Elected	01/08/1995 - 01/08/1998
Mark Leno	Appointed	04/22/1998 - 01/08/1999
	Elected	01/08/1999 - 01/08/2001
	Elected	01/08/2001 - 11/29/2002
Marvin E. Lewis	Elected	01/08/1946 - 01/08/1950
	Elected	01/08/1950 - 01/08/1954
	Elected	01/08/1954 - 01/03/1955
Fiona Ma	Appointed	12/11/2002 - 01/08/2003
	Elected	01/08/2003 - 12/04/2006
Bill Maher	Elected	01/08/1983 - 01/08/1987
	Elected	01/08/1987 - 01/08/1991
	Elected	01/08/1991 - 01/08/1995
James Mailliard	Elected	01/08/1968 - 01/08/1972

Edward T. Mancuso	Elected	01/08/1944 - 01/08/1948
	Elected	01/08/1948 - 01/08/1952
	Elected	01/08/1952 - 04/24/1954
Eugene J. McAteer	Appointed	07/23/1953 - 01/09/1954
	Elected	01/08/1954 - 01/08/1958
Leo T. McCarthy	Elected	01/08/1964 - 01/08/1968
	Elected	01/08/1968 - 01/06/1969
Francis McCarthy	Appointed	03/24/1953 - 01/08/1954
	Elected	01/08/1954 - 01/08/1958
	Elected	01/08/1958 - 02/10/1959
Jake McGoldrick	Elected	01/08/2001 - 01/08/2005
	Elected	01/08/2005 - 01/08/2009
Clarissa S. McMahon	Appointed	11/16/1953 - 01/08/1956
	Elected	01/09/1956 - 01/08/1960
	Elected	01/08/1960 - 01/08/1964
	Elected	01/08/1964 - 02/08/1966
Jose Medina	Elected	01/08/1997 - 01/19/1999
Robert H. Mendelsohn	Elected	01/08/1968 - 01/08/1972
	Elected	01/08/1972 - 01/08/1976
	Elected	01/08/1976 - 09/08/1977
Carole Migden	Elected	01/08/1991 - 01/08/1995
	Elected	01/08/1995 - 03/28/1996
Harvey Milk	Elected	01/08/1978 - 11/27/1978
John Molinari	Elected	01/08/1972 - 01/08/1976
	Elected	01/08/1976 - 01/08/1978
	Elected	01/08/1978 - 01/08/1980
	Elected	01/08/1980 - 01/08/1984
	Elected	01/08/1981 - 01/08/1985
	Elected	01/08/1985 - 01/08/1989
J. Max Moore	Appointed	07/16/1963 - 01/08/1964



Jack Morrison	Elected	01/08/1962 - 01/08/1966
	Elected	01/08/1966 - 01/08/1970
Jane McKaskle Murphy	Appointed	10/11/1977 - 01/08/1978
George R. Moscone	Elected	01/08/1964 - 01/01/1967
Alfred J. Nelder	Elected	01/08/1974 - 01/08/1978
Wendy Nelder	Elected	01/08/1981 - 01/08/1983
	Elected	01/08/1983 - 01/08/1987
	Elected	01/08/1987 - 01/08/1991
Gavin Newsom	Appointed	02/13/1997 - 01/08/1999
	Elected	01/08/1999 - 01/08/2001
	Elected	01/08/2001 - 01/08/2003
	Elected	01/08/2003 - 01/08/2004
Kevin O'Shea	Appointed	02/10/1966 - 01/08/1968
Ronald Pelosi	Elected	01/08/1968 - 01/08/1972
	Elected	01/08/1972 - 01/08/1976
	Elected	01/08/1976 - 01/08/1978
	Elected	01/08/1978 - 01/08/1980
Aaron Peskin	Elected	01/08/2001 - 01/08/2005
	Elected	01/08/2005 - 01/08/2009
Louise H. Renne	Appointed	12/18/1978 - 01/08/1981
	Elected	01/08/1981 - 01/08/1985
	Elected	01/08/1985 - 09/03/1986
Henry R. Rolph	Appointed	01/09/1956 - 01/08/1958
	Elected	01/08/1958 - 03/31/1961
Gerardo Sandoval	Elected	01/08/2001 - 01/08/2005
	Elected	01/08/2005 - 01/08/2009
Kevin Shelley	Elected	01/08/1991 - 01/08/1995
	Elected	01/08/1995 - 12/02/1996
Carol Ruth Silver	Elected	01/08/1978 - 01/08/1981
	Elected	01/08/1981 - 01/08/1985
	Elected	01/08/1986 - 01/08/1990

James J. Sullivan	Appointed	05/10/1956 - 01/08/1958
	Elected	01/08/1958 - 03/20/1961
Peter Tamaras	Appointed	03/31/1961 - 01/08/1962
	Elected	01/08/1962 - 01/08/1966
	Elected	01/08/1966 - 01/08/1970
	Elected	01/08/1970 - 01/08/1974
	Elected	01/08/1974 - 01/08/1978
Mabel Teng	Elected	01/08/1995 - 01/08/1999
	Elected	01/08/1999 - 01/08/2001
Joseph E. Tinney	Appointed	03/27/1961 - 01/08/1962
	Elected	01/08/1962 - 01/08/1966
	Elected	01/08/1966 - 05/31/1966
Dorothy von Beroldingen	Appointed	05/31/1966 - 01/08/1970
	Elected	01/08/1970 - 01/08/1974
	Elected	01/08/1974 - 10/06/1977
Nancy Walker	Elected	01/08/1980 - 01/08/1981
	Elected	01/08/1981 - 01/08/1983
	Elected	01/08/1983 - 01/08/1987
	Elected	01/08/1987 - 01/08/1991
	Elected	01/08/1980 - 01/08/1981
Doris Ward	Elected	01/08/1981 - 01/08/1983
	Elected	01/08/1983 - 01/08/1987
	Elected	01/08/1987 - 01/08/1991
	Elected	01/08/1991 - 04/03/1992
Dan White	Elected	01/08/1978 - 11/10/1978
Michael Yaki	Appointed	02/05/1996 - 01/08/1997
	Elected	01/08/1997 - 01/08/2001
Leland Yee	Elected	01/08/1997 - 01/08/2001
	Elected	01/08/2001 - 11/29/2002
Alphonse J. Zirpoli	Elected	01/08/1958 - 10/16/1961



III. Appendices

AC. Mayor's Offices

MAYOR'S OFFICES

The following agencies are part of the Mayor's Office:

COMMUNICATIONS

This office coordinates all press and public affairs for the Mayor; it responds to all press inquiries, prepares the Mayor's official statements, and coordinates press conferences and Mayor's events.

DISABILITY (MOD)

The mission of this office is to ensure that every program, service, benefit, activity and facility operated or funded by the City and County of San Francisco is fully accessible to and useable by people with disabilities. MOD is responsible for overseeing the implementation and local enforcement of the City's obligations under the Americans With Disabilities Act as well as other federal, state and local access codes and disability rights laws.

HOUSING (MOH)

This office coordinates the City's efforts to maximize housing opportunities for low-income households and individuals and administers a variety of housing finance programs.

NEIGHBORHOOD SERVICES (MONS)

This office works to ensure that the needs of constituents are addressed quickly and effectively, fosters communication among residents, neighborhood groups and City departments.

PUBLIC POLICY AND FINANCE

This office develops and oversees administration and implementation of the Mayor's policy initiatives; develops the City's annual budget and provides fiscal oversight to City departments. Additionally, it advocates in the City's interest at the local, regional state and federal levels of government.

NOTE: THE MAYOR'S OFFICE OF COMMUNITY INVESTMENT (MOCI) HAS MERGED WITH THE MAYOR'S OFFICE OF HOUSING

The Mayor's Office of Community Development was renamed the Mayor's Office of Community Investment in 2009, reflecting its incorporation of a broader range of grant making responsibilities including violence prevention oversight that had previously been part of the Mayor's Office of Criminal Justice. MOCI's stated mission was to strengthen the social, economic and physical infrastructure of the City's disadvantaged neighborhoods and connect low-income residents to an array of City resources and services. As part of the FY 2009-2010 budget process, the public services, capital, planning, emergency shelter and community building programs were merged into the Mayor's Office of Housing. MOCI's economic and workforce divisions were merged into the Economic and Workforce Development Department; the Violence Prevention Program merged with the Department of Children, Youth and Their Families.



III. Appendices

AD. Controller's Office



A Guide to San Francisco's Budget Process



Prepared by
City and County of San Francisco
Controller's Office

January 6, 2010

A Guide to San Francisco's Budget Process



City & County of San Francisco, Controller's Office



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http://www.sfgov.org/site/controller_index.asp

Introduction

Each year the City and County of San Francisco spends billions of dollars to maintain and improve our libraries and parks, to pave roads, and to operate hospitals, the Airport and City Hall. The City runs MUNI, provides police, fire and emergency medical services and also collects taxes. During the budget

process, critical decisions are made about all public services. Choices are made about spending on health care, children's programs, jails, and hundreds of other public services and facilities.

City services significantly impact your daily life. Stay informed - attend a public meeting, call or send an e-mail or a letter to your

elected representatives and talk with your neighbors.

Your tax dollars go into the budget, and public input on how the money is spent is vital. This brochure will help you navigate the City & County's budget process and provides key timeline and meeting information to help you stay informed.



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Balancing the Budget

The Constitution of the State of California requires all cities to adopt a balanced budget. This means that:

$$\begin{array}{c} \text{Sources or Revenues} \\ = \\ \text{Uses or Costs} \end{array}$$

One of the challenges each year is that the City must estimate its revenues and costs as far as 18 months in advance. Another challenge is that the City Charter and State law in many cases restrict how revenue may be generated and oftentimes specify how the City must spend available funds. In some years, yet another challenge is that projected

cost increases are expected to outpace revenue growth. For Fiscal Year (FY) 2009-10, a shortfall of \$438 million (equal to 8% of the City's General Fund supported budget) is projected due to decreases in projected year-end fund balance, declining revenues due to the weak economy, State budget cuts, increased voter-approved baseline funding requirements (Proposition A, Nov. 2007) and increasing City operating costs.

While the Bay Area economy is strong in many areas, challenges still exist. The moderate growth in new jobs has resulted in some increase in employment - related local

revenues, and property-related revenues reflect stability in real estate values, although revenues realized over the past few years from the transfer of commercial properties has sharply declined. Economic downturn in other parts of California have negatively impacted the State's budget and Citywide costs have continued to climb, in large part due to escalating employee salary and benefit costs related to labor agreement provisions, new mandates and capital funding. As a result, the City will have to either reduce projected cost increases or increase revenues.

What is in the Budget?



The City is organized by departments - nearly 60 in total - ranging in size of budgets less than \$1 million (Unified School District) to over \$1.4 billion (Public Health) and from staffs of one (Unified School District) to thousands (Public Health, MUNI).

Each department breaks down its budget and staff into programs - smaller units with specific jobs to do.

For example, the Fire Department's programs include Fire Prevention, Fire Suppression & Investigation. A program is often the best way to understand and critique the budget - at this level you can see the trends, the decisions that your City is making, and the specific services being funded.

The Mayor's Budget Book (Proposed Budget) and the **Annual Appropriation**

Ordinance (Adopted Budget) each show the City budget by program.

Every department is required by law to measure and report on its performance. These measures can show the effectiveness of different City services and the money spent on them.

For example, the Human Services Agency measures the number of people receiving job training who successfully earn income and stop receiving public assistance.

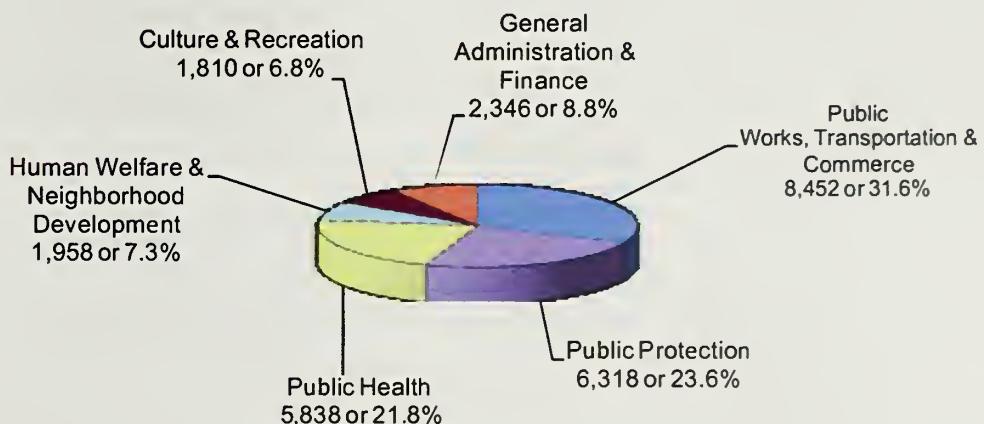
The Mayor's Budget Book and the **Controller's Citizen Survey** each show performance measures, comparisons, and ratings of the quality of City Services from year to year. The City Survey is completed every other year. The last survey was completed in April 2009.

Every department pays salaries to its staff, buys materials and supplies, and contracts with private businesses or with non-profit organizations to build things or to provide services.

Many departments collect fees, receive grant funding, or generate other kinds of revenue. By reviewing the sources side of a department's budget, you will be able to tell how much of their costs are being covered through both tax and non-tax revenues (that is, fees and service charges).

The Mayor's Budget Book and the **Annual Appropriation Ordinance** both show department budgets this way - by type of revenue and expense.

The City & County's FY 2009-10 Annual Budget is \$6.6 billion and includes funding for 26,721 positions as shown below by Major Service Area



Who Participates in the Budget Process?

Mayor's Office

The Mayor is the City's chief executive and is responsible for proposing and carrying out City policy through the budget. The Mayor's Budget Office must present a balanced budget for consideration by the Board of Supervisors each spring.

Visit the Mayor's Office website at www.sfmayor.org. Contact the Mayor's Budget Office and his Budget Director Greg Wagner at 554-6486 to share your opinion with the Mayor.



Board of Supervisors

The Board is the City's legislative body and is responsible for reviewing, amending and approving the Mayor's Proposed Budget, setting policy direction for the City, and making sure that citizen views are part of the budget process. During the spring and early summer, the Budget Committee holds hearings focusing on specific departments and services. The Supervisors hear public comment during each of these meetings.

The Board's **Budget Analyst** (Harvey Rose) analyzes the budget and does research and analysis at the direction of the Board. Come to a public hearing, visit www.sfbos.org/, call the Clerk of the Board 554-5184, or contact your district's Supervisor.

Controller

The Controller (Ben Rosenfield) is the City's chief financial officer and is responsible for projecting how much revenue the City has available to fund the budget, preparing reports, managing all technical aspects of the budget and ensuring that the City meets financial obligations legally and efficiently.

Visit the Controller's website at www.sfgov.org/site/controller_index.asp or call 554-7500 for further information.



City Departments

City department heads and their staff are responsible for delivering public services, carrying out policy, and managing budgets. Throughout the budget process, they prepare program and financial information and answer questions from policymakers and the public. Input from the public at the department level is very important for those with concerns about specific programs or spending plans.

Commissions

Many City departments, including Public Health, MUNI, and Recreation & Park, have a commission that holds public hearings, approves the department's budget proposal to the Mayor and advises the Mayor and the Board on policy matters.

For commission meetings and other information, visit the City's website at www.sfgov.org, and click on the department that interests you.

You

Anyone can speak at public hearings. Meetings may also be held in districts so those who cannot attend a meeting in City Hall have an opportunity to participate. Look on the Board's website (see above) for upcoming meetings or contact your district's Supervisor.

Throughout the budget process, you can call or write your elected officials. Speak out early so that your representatives know what you think and have time to consider and act on your opinion.

Fiscal Year 2010-11 Budget Timetable

December:

The Mayor's Office and the Controller's Office issue budget instructions setting the overall direction for the budget of next fiscal year.

January-February:

Departments, Boards and Commissions conduct hearings to obtain public comment on proposed budgets. Departmental budget proposals are submitted to the Controller in late February.

March:

Departmental budget submissions are consolidated by the Controller's Budget Office and forwarded to the Mayor's Budget Office by the first working day of March.

April-May:

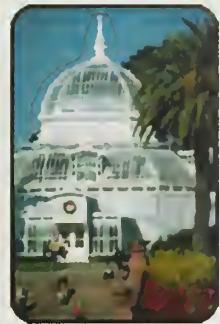
The Mayor's Budget Office analyzes departmental budget submissions. The Board's Budget Committee meets to deliberate on key Citywide budget issues. Supervisors gather and assess constituent input and often hold neighborhood meetings during this time. Check the Board of Supervisors website for more information. Additionally, select enterprise department budgets are proposed by the Mayor for Board deliberation by the first working day in May.

June:

The Mayor's Proposed Budget is presented to the Board's Budget Committee

by the first working day of June. The Budget Committee continues its budget deliberations, reviewing all operations during the June hearings.

No later than June 30th, the Board of Supervisors passes the Interim Annual Appropriation Ordinance (AAO), which often reflects the Mayor's Proposed Budget. The Interim AAO provides the authority for the City to pay its bills when the new fiscal year starts on July 1st.



July:

No later than the last working day of July, the Board of Supervisors adopts the final budget with its amendments and recommendations.



Fiscal Year 2010-11 Budget Timeline

2008	2009	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL
Mayor & Controller issue policy and technical budget instructions.	Departments conduct hearings on the proposed departmental budgets.	By February 21st, departments submit proposed budgets to the Controller.	By the first working day of March, the Controller submits departmental proposed budgets to Mayor's Office.	Mayor's Budget Office analyzes department budget proposals.	By the first working day of May, the Mayor issues Proposed Budget for select enterprise departments.	Budget Committee conducts public hearings.	By the first working day of June, the Mayor issues Proposed Budget for all City departments.	By June 30th, the Budget Committee conducts public hearings. Board of Supervisors adopts Interim AAO.	By the last working day of July, the Board of Supervisors adopts the budget.

Where Do I Get Budget Information?



Departmental Submissions

The documents prepared by City departments for their commissions and other public hearings are all available to the public. Go to the City's departmental websites at www.sfgov.org and click on the department that interests you. Departmental websites also contain helpful information about their services, goals and plans.

Board Hearings

The information prepared for and discussed by the Board of Supervisors at their hearings is available to the public. Contact the Board of Supervisors, attend a public hearing, or visit the Board's website at www.sfbos.org/ for more information. Many reports prepared by the Board's Budget Analyst and Legislative Analyst are also available on the Board's website. Board of Supervisors

and many Committee meetings are televised on cable Channel 26.

Mayor's Budget Book

By the first working day of May (for select enterprise departments) and the first working day of June (for all departments), the Mayor's Office will publish the Proposed Budget. This will contain detailed financial information, strategic issues, and performance measures for each department. Reviewing previous years' Budget Books may be helpful for you to learn more about a department prior to the Mayor's next Proposed Budget.

Citizens' Organizations

Local advocacy groups, business organizations, political parties, and other non-profit organizations frequently hold meetings and publish recommendations for the City's budget. Contact the organizations that interest you or check the community event listings in local media.



The Annual Appropriation Ordinance (AAO)

The proposed Annual Appropriation Ordinance (AAO), which is the legal authorization for budgetary spending, will be available by the first working day of June, when the Mayor's Proposed Budget is published.

The AAO contains revenue, expenditures, and program



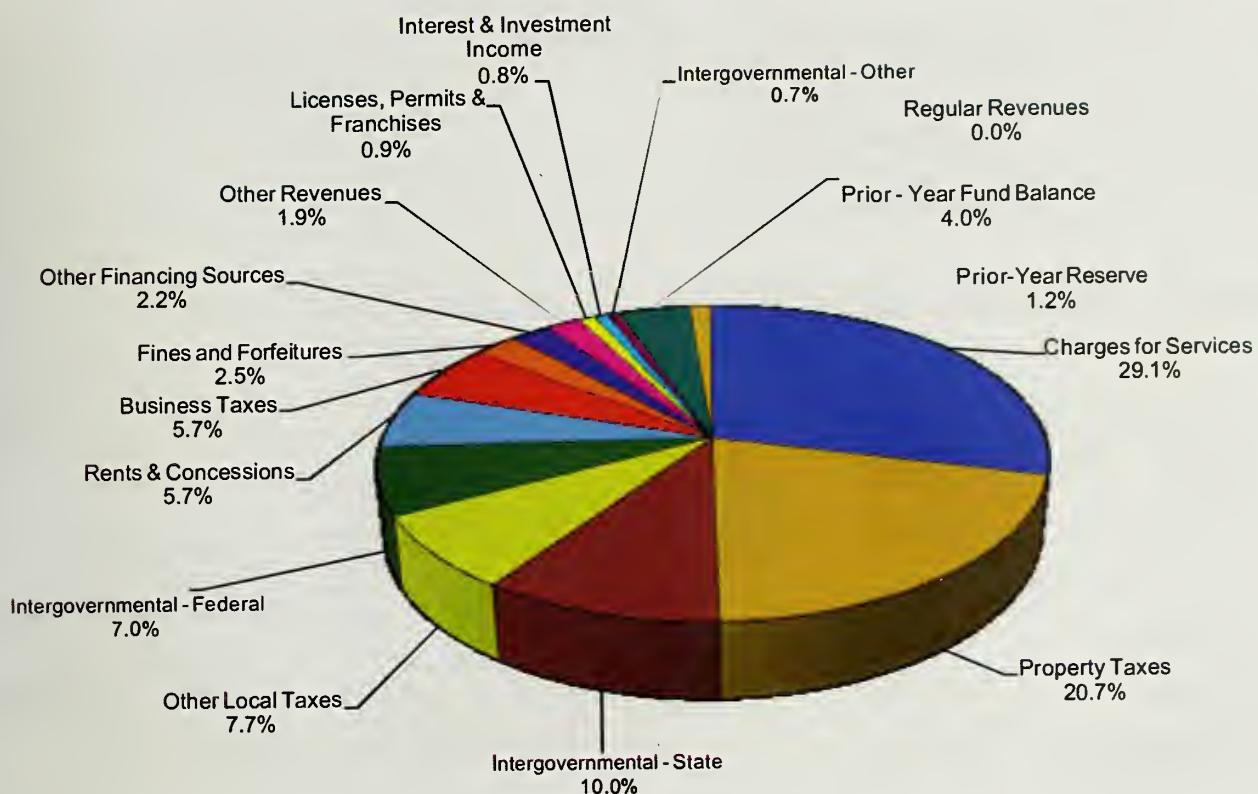
budgets for all departments. The AAO from the current fiscal year provides helpful information, which is relevant for the upcoming budget year. The AAO is available at the Controller's website at www.sfgov.org/controller.

Also available online are the Budget Instructions, the Six-

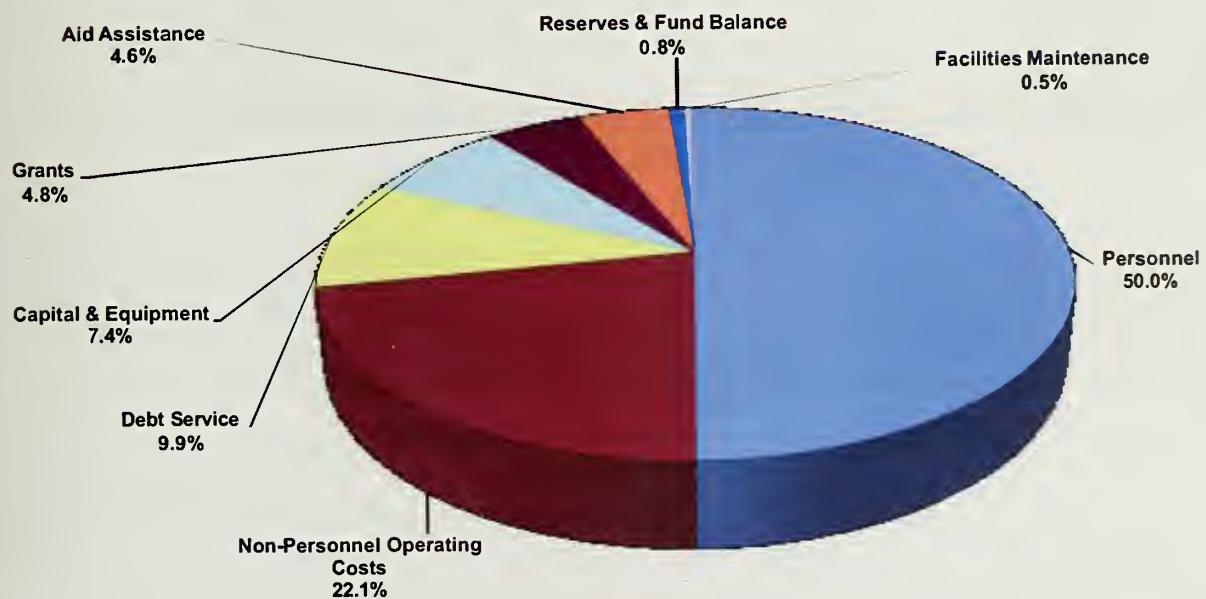
and Nine-Month Budget Status Reports, the 3-year Budget Projection Report (AKA Joint Report), the annual City Survey, and the City's Comprehensive Annual Financial Report (CAFR).

Fiscal Year 2009-10 Sources and Uses Budget, \$6,587 Million

Sources of Funds - All Funds



Uses of Fund – All Funds



Where Can I Make My Voice Heard?

Board of Supervisors

The Board's Budget and Finance Committee meets most Wednesdays beginning at 11:00 a.m. Meetings that are held in the neighborhoods may be held on another day of the week and typically begin in the late afternoon or early evening.

In addition, the Budget and Finance Committee will hold a public hearing sometime in June. Public comment is taken on each agenda item as it is heard by the Budget and Finance Committee. The full Board of Supervisors meets on Tuesday afternoon at 2 p.m. Public comment is always taken on any topic at

the end of each full Board meeting. Visit the Board's website for Committee and Board agendas, meeting locations, times and other information.

Commissions

To find out when a specific department's commission or when the Budget and Finance Committee of a commission meets, visit the City's website at <http://www.sfgov.org> and click on the department that interests you.

Budget & Finance Committee Fiscal Year 2010-2011

The following Supervisors served on the Budget & Finance Committee in Fiscal Year 2009-2010 and is subject to change:

Supervisor John Avalos (Chair)	554-6975
Supervisor Ross Mirkarimi (Vice-Chair)	554-7630
Supervisor David Campos	554-5144
Supervisor Carmen Chu	554-7460
Supervisor Bevan Dufty	554-6968



To find out more

information, visit the City's website at

<http://www.sfgov.org>

Fiscal Year 2010-11 Budget Hearing Schedule*

May 1 Departments (Enterprise Departments)	June 1 Departments (General Fund Departments)
End of May 2010	End of June 2010

* Dates have not yet been scheduled Hearings typically begin at 11 AM (check the weekly agenda to verify)

Meets Wednesday at 11:00 a.m. (may also meet other days)

Agenda for the next meeting posted on the Board's website:

www.sfbos.org/

Doing Business with the Controller's Office



**Prepared by
the Office of the Controller
City & County of San Francisco
415.554.7500**

June 1, 2009

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Controller's Office

The Controller

The Charter of the City and County of San Francisco (City) designates the Controller as the chief accounting officer and auditor for the City. As of July 2004, the Controller is also designated as the City Services Auditor. The Controller is appointed by the Mayor and confirmed by the Board of Supervisors to serve a ten-year term.

The Controller is responsible for all financial management systems, procedures, internal control processes, and reports that disclose the fiscal condition of the City to managers, policy makers, and citizens. The Controller is also the auditor for the City performing financial and performance audits of departments, agencies, concessions, and contracts. To perform these Charter-mandated functions, the Controller's Office provides a variety of support services. They include processing the City's budget, developing and maintaining a financial accounting information system for use by all departments, conducting financial and performance audits, and preparing and distributing paychecks for all City employees. As City Services Auditor, the Controller has general authority for monitoring and reporting on the level and effectiveness of services provided by the City to its residents.

Mission of the Controller's Office

We ensure the City's financial integrity and promote efficient, effective and accountable government.

Locating Additional Information

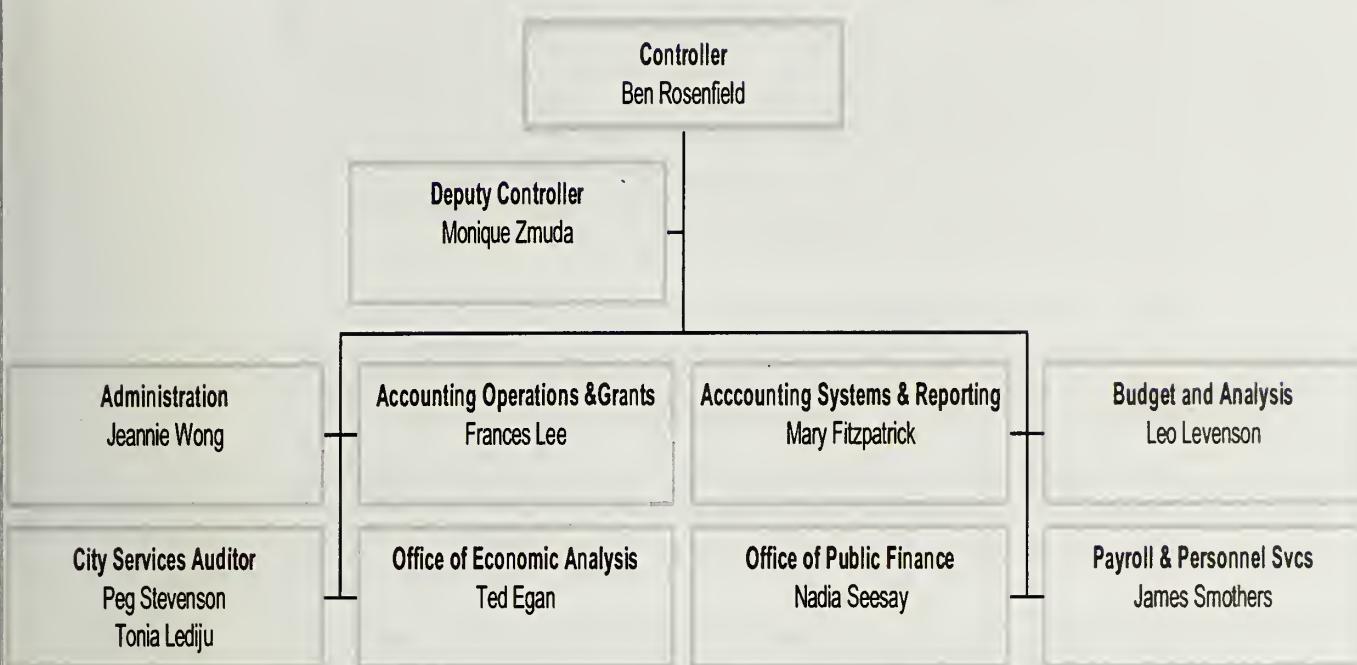
General information regarding the Controller's Office can be found at the Controller's Office web page on the City & County of San Francisco web site. The web site address is: <http://www.sfgov.org/site/controller>.

If you do not have access to the Internet and would like to get a copy of available documents, please call the *Office of the Controller at 554-7500*.

The following attachments are included in this document:

- Attachment 1 – Frequently Asked Questions
- Attachment 2 – Common Acronyms
- Attachment 3 –Accounting Policies & Guidelines

Divisions within the Controller's Office



The Controller's Office accomplishes its mission through eight divisions.

I. Accounting Operations and Grants

The Accounting Operations and Grants Division's primary mission is to control the financial activities of the City. The Accounting Operations & Grants Unit certifies contracts, pays vendors, and approves personnel requisitions. The unit also reviews, monitors, controls, and projects departmental expenditures on a continuous basis to assess overall fiscal condition. The unit assists departments to achieve fiscal compliance, accuracy, and timeliness of the resulting financial information. This unit also coordinates the preparation of the Countywide Cost Allocation Plan (COWCAP) and the Single Audit Report.

Accounting Operations & Grants Management

Accounting Operations - Compliance and Disbursements

This section supports departments with their daily financial activities to assure proper control for the recording of revenues and expenditures of the City in the Controller's ONLINE FAMIS. Fund Accounting Supervisors from this section are assigned to every department to assist them with their financial activities. The Fund Account contact listing is available on the intranet.

<http://famis.sfgov.org/controllerspolicies> > Contacts - Accounting Operations.pdf

Some of the functions provided by this section are described below.

Processing Payments

This section reviews and approves purchase orders and payment requests from departments. In general, payment documents for purchases of goods and services are initiated in FAMIS Purchasing and interfaced to FAMIS Accounting for processing checks. Payments not relating to Purchase Orders and Professional Service Contracts can be processed directly in FAMIS Accounting, such as revolving fund reimbursements, revenue refunds, judgments and claims, travel advances, travel and training reimbursements, wire transfer payments, tax refunds and payments against non-purchasing encumbrance documents.

Releasing Checks

All payments from FAMIS Accounting are mailed on the same day the checks are produced. Checks for revolving fund reimbursements, payments to employees, and payments to Postmaster are held automatically for pickup by the departments.

If you wish to pick up checks for other types of payments, please refer to the memo on "Check Release" issued by the Controller's Office on July 12, 1999 located on the Controller's Office Policies and Procedures intranet website (refer to Attachment 3). If you have questions, *contact the Claims & Disbursements Unit Supervisor at 554-7513*.

Replacing Vendor's Lost or Stale-Dated Checks

For vendor checks, the replacement request must be submitted through the Controller's Office. Vendors must complete and sign the LOST OR DESTROYED WARRANT/AFFIDAVIT FORM before submitting the replacement request to the Controller's Office for processing. The Controller's Office will not accept the LOST OR DESTROYED WARRANT/AFFIDAVIT FORM without the original signature. (A photographic copy will not be accepted.) If you have questions regarding this process, *contact the Claims & Disbursements Unit Supervisor at 554-7513*.

Processing Receipts

Departments should deposit payments made to the City with the Treasurer or into a City bank account as soon as possible. Transactions for these receipts also should be recorded in FAMIS Accounting on or about the same time the money is deposited. If you have questions about depositing receipts, *contact the Treasurer's Office at 554-5410*. If you have questions about recording receipts transactions in FAMIS Accounting *contact Jimmy Huang at 554-7417*.

Conducting Post Audit Review

This section conducts post audit review of selected financial transactions recorded in FAMIS Accounting and Purchasing. This is an ongoing process and departments should expect to be audited at least once a year. During the audit, this section of the Controller's Office:

- Determines areas of operating weakness and ineffective or missing internal control measures and proposes enhancements to existing processes
- Defines points of delays in document processing
- Defines the need for new policies or need to clarify ambiguity on current policies

- Identifies needs for staff training or refresher courses

Approving Contract Payments, Retention, and Liens

Departments have a direct responsibility to ensure that retention and lien-related transactions are properly recorded in FAMIS Accounting. This unit approves payment for contracts encumbered in FAMIS Accounting that require retention or liens. For detailed instructions on retention and liens please refer to the memo "Contract Retention/Liens" issued by the Controller's Office on May 22, 1997 located on the Controller's Office Policies and Procedures intranet website

http://www.sfgov.org/wcm_controller/ControllersPolicies/AOSD_PP_Directives_idx.htm or contact your Controller's Fund Accounting Supervisor.

Validating Funding for Personnel Requisitions

This unit is part of the approval process in processing Personnel Requisitions through the Department of Human Resources' Human Resource Management System (HRMS). The Controller's role is to determine if unencumbered funds are legally available to fund the request for personnel. If you have questions regarding the Controller's review process or the status of your personnel requisition, please contact your Controller's Fund Accounting Supervisor.

Grants Management

The Grants Management Section assists departments with the financial management of federal, state and other public and private grants, entitlements (such as welfare, and food stamps), gifts, and loans. The section's three primary objectives are:

- Support departments to ensure proper recording of accurate and timely grant accounting
- Monitor departments to ensure that they control their grant expenditures and revenues in accordance with the City's Administrative Code and program requirements
- Review grant budgets and "Accept and Expend Resolutions" for new grants to ensure that financial information is accurate

The Grants Section also coordinates the preparation of the Single Audit Report and the County-Wide Cost Allocation Plan (COWCAP).

II. Accounting Systems & Reporting

The Accounting Systems & Reporting Unit is responsible for producing the City's annually audited financial statements including the Comprehensive Annual Financial Report (CAFR) and other reports required by federal, state, and local regulations. Other functions include developing and maintaining citywide financial systems, system policies, procedures, training, security and documentation.

Systems

The City and County of San Francisco uses ONLINE FAMIS (Financial Accounting and Management Information System) as its financial system. The Accounting Systems & Reporting Unit manages this system. The three main components of this system are FAMIS Accounting, FAMIS Purchasing, and FAMIS Fixed Assets Management.

FAMIS Accounting is the core accounting system recording all financial activities such as revenues, expenditures, transfers, budgets, grants, and projects according to generally accepted accounting principles. FAMIS Purchasing is a front-end system that records all purchases of good and services and interfaces the corresponding encumbrances and payments to FAMIS Accounting for processing. FAMIS Fixed Assets Management captures land, building and improvements, and equipment information for financial reporting.

Reporting

CAFR and External Reporting

This section supports the preparation of the City's Comprehensive Annual Financial Report (CAFR) and other financial reports as required by federal, state, and local regulations. *Contact Carmen LeFranc at 554-7645* for more information.

Cash Accounting and Reconciliation

This section is responsible for cash accounting and reconciliation, interest allocation and distribution, and various analytical reviews of cash, transfers and investment balances. It also handles positive pay, electronic payments, and coordination of interface accounting for departments with separate bank accounts. *Contact Carmen LeFranc at 554-7645* for more information.

Business Intelligence Systems

The Business Intelligence Systems Section defines, acquires or develops, tests, and installs new financial or related systems for the Controller's Office. This section develops new reports and templates for the Executive Information System (EIS). The section also produces EZtrieve reports and extracts from the financial systems as well as web reports. This section manages financial systems security and control, monitors payroll systems clearing accounts, and maintains the Online Financial Accounting Management Information System (ONLINE FAMIS) and the Labor Distribution System (LDS) tables. *Contact Leo Casipit at 554-5238* for more information.

Systems Support and Training

The System Support and Training Section assures that all the current Controller's financial systems are available at all times. Major systems include ONLINE FAMIS Accounting, Purchasing, and Fixed Assets Management, and EIS. This section also identifies and resolves problems related to these systems, performs routine maintenance, such as installing new versions, purging old data, and recasting various financial data in ONLINE FAMIS. *Contact Annette Reardon at 554-7880*.

This section also conducts training classes for FAMIS Accounting, FAMIS Purchasing, FAMIS Fixed Assets Management, and EIS. Class reservations must be made by your department's training coordinator. For more information about current class schedules or the name of your department training coordinator, *contact Myrna Evangelista at 554-7484*.

Requesting Access to Online FAMIS

Access to any module of Online FAMIS must be requested by departmental chief fiscal officer (or designee), and the department's FAMIS (Accounting, Purchasing or FAACS) liaison. Security Access forms and instructions are available on the Controller's FAMIS intranet site at:

<http://www.sfgov.org/site/intranet/?id=34719#security> *Contact Myrna Evangelista at 554-7484 for more information about the security forms.*

III. Administration Division

The Administration Division provides administrative support for the Controller's Office. The division manages the Controller's Office budget, finance, personnel, and administrative support areas of the Office. It is responsible for examinations for the Accounting, Auditing, and high-level Payroll classifications for the City and County of San Francisco. It also administers the 1649 Accountant Intern Program. *Contact Jeannie Wong at 554-7604 for more information.*

Decentralized Examination Section for CCSF

The Controller's Office Personnel Section not only serves the Personnel needs of the department, but also serves as a decentralized examination section for the City and County of San Francisco providing Civil Service examinations and eligible lists for the Accounting, Auditing, and high-level Personnel classifications. It is responsible for doing a job analysis of the classifications, conducting permanent examination processes for those classes, and maintaining current eligible lists from which all City departments hire accountants, auditors, and high-level payroll positions. If no current eligible lists are available from which to hire, departments can solicit permanent transfers from other departments. If they choose to hire provisionally, the approval of the Controller's Office Personnel Section and the EEO Unit of the Department of Human Resources is required. *Contact Louis Voccia at 554-7552 for more information.*

1649 Accountant Internship Program Administration for CCSF

The Personnel Section also is responsible for administering the 1649 Accountant Internship Program for the City. This program is the first step in the Accountant Series. Qualified candidates are tested and interviewed. Successful candidates enter the Accountant Internship program in Class 1649 Accountant Intern. They are trained in an 18-month program and mentored by higher level, experienced accountants throughout the City. The interns serve 9-month rotations at two different departments for a total of 18 months in order to provide them with optimum training and experience citywide. They serve as permanent exempt employees during their internship. At the end of the program, successful interns are permanently promoted to Class 1652 Sr. Accountant. Currently, one can advance to that level only by participating in this program. *Contact Louis Voccia at 554-7552 for more information.*

IV. Budget and Analysis Division

The Budget & Analysis Division provides fiscal management oversight, budgetary planning, and public policy analysis for the City. This division includes three operating units: 1) Budget and Revenue, 2) Property Tax, and 3) Reconciliation. The division provides information to a wide range of customers, including the Mayor, Board of Supervisors, City departments, rating agencies, community stakeholders and the press. Key work products and operational responsibilities are highlighted below. Please contact the Budget & Analysis Division director, *Leo Levenson* at 554-4809 for more information.

Budget and Revenue Unit

The Budget and Revenue Unit is responsible for preparing the City's Annual Appropriation Ordinance (including budget instructions and all related budget documents), budgetary impact analyses for labor negotiations, tax and fee revenue analyses, citywide tax revenue oversight and operations, as well as periodic financial reporting. Some of the unit's key reports include the Six- and Nine-Month Reports, the Three-Year Projection Report, the annual Revenue Certification Letter for the Mayor's Proposed Budget, the City's Revenue Manual, the Master Fee Schedule, bond official statements and secondary disclosure appendix information, as well as the High-Level Monthly Financial Reports and Overtime Reports. Budget Status Reports are available at the Controller's website under the following hyperlink:
http://www.sfgov.org/site/controller_page.asp?id=1821

The Budget and Revenue Unit is also responsible for the Budget and Performance Measurement System (BPMS) and conducting citywide training on budget development. Further information about the Budget Instructions is available at the Controller's intranet site under the following hyperlink:
http://www.sfgov.org/site/controller_page.asp?id=1826 The Budget and Revenue Manager is *Tom DiSanto*, 554-7554.

Property Tax Unit

The Property Tax Unit is responsible for all countywide property tax operations. This includes working with all taxing entities within the county jurisdiction and the State to timely file required periodic financial reporting. This unit is also responsible for calculating the County's tax rate, assessing the tax rate impact for proposed general obligation bonds, disbursing property tax allocations, and working with the Redevelopment Agency on property tax increment allocations and projections for all of the City's redevelopment project and survey areas. The County's Property Tax Manager is *Edel Antiniw*, 554-7593.

Reconciliation Unit

The Reconciliation Unit is responsible for the financial monitoring, analysis and reconciliation of the City's funds and provides reconciliation oversight for the City's general ledger. Some of the unit's key reports include the City's annual Fund Analytical Reports, supporting documentation for the City's Comprehensive Annual Financial Report, and related rating agency presentation materials. Please contact the Budget & Analysis Division director, *Leo Levenson* at 554-4809 for more information.

V. Office of Economic Analysis

The Office of Economic Analysis was established pursuant to San Francisco voters' passage of [Proposition I](#) in November 2004. This voter ordinance created the Office of Economic Analysis (the 'Office') under the Controller and required the Office to report on all pending City legislation having a potential material economic impact on the City.

Economic Impact Reports

The Office of Economic Analysis identifies and reports on all legislation introduced at the Board of Supervisors that might have a material economic impact on the City, as determined by the Office. It analyzes the likely impacts of legislation on business attraction and retention, job creation, tax and fee revenues to the City, and other matters relating to the overall economic health of the City.

The Office will address whether proposed legislation promotes or impedes the policies contained in the most recent [Economic Development Plan](#) or [Survey on Barriers to Employment Retention and Attraction](#). The Office is also charged with assisting the [Economic and Workforce Development Department](#) with preparation of the Economic Development Plan and periodic updates to that Plan.

Further information about the Office is available at www.sfgov.org/controller/ under the Economic Impact Reports hyperlink:
http://www.sfgov.org/site/controller_index.asp?id=41850 . Please contact the Office of Economic Analysis director, *Ted Egan* at 554-5268 for more information.

VI. Office of Public Finance

The Office of Public Finance issues and manages the City's general fund debt obligations. It provides and manages low-cost debt financing of large-scale, long-term capital projects and improvements that produce social and economic benefit to the citizens of San Francisco while balancing market and credit risk.

Strategic Issues

- Maintain cost-effective access to the capital markets with prudent policies.
- Maintain moderate debt and debt service levels with effective planning and coordination with City departments.
- Meet significant capital demands through debt financing and alternate financing mechanisms such as public/private partnerships.
- Achieve the highest practical credit rating.

Summary of Types of Debt

The Office of Public Finance utilizes three principal types of municipal debt obligations to finance long-term capital projects and the acquisition of select equipment:

- general obligation bonds,
- lease revenue bonds, and
- certificates of participation

The City relies on the issuance of general obligation bonds to leverage property tax receipts for voter-approved capital expenditures for the construction and/or acquisition of improvements to real property broadly available to the residents and visitors of San Francisco. Such facilities include, but are not limited to, libraries, hospitals, parks, and cultural and educational facilities.

The City utilizes lease revenue bonds and certificates of participation to leverage general fund receipts such as fees and charges to finance capital projects and acquisitions, many of which provide a direct revenue benefit or cost savings to the City.

Contact Nadia Seesay at 554-5956 for more information.

VII. City Services Auditor

The Division was formed during FY04-05 to implement the “City Services Auditor” Charter Amendment, passed on the November 2003 ballot. This new function brought together the Audits, City Projects, and Performance Management Divisions in the Controller’s Office, added a whistleblower hotline, and implemented other mandates of the Charter. The division has broad authority for:

- Benchmarking, performance management, and ‘best practices’ comparison of San Francisco’s services relative to other public agencies;
- Conducting financial and performance audits of City departments, contracts and functions;
- Performing regular oversight of the City’s contracting procedures, including developing model criteria and terms for Requests for Proposals;
- Maintaining a whistleblower complaints hotline and website and conducting investigations regarding waste, fraud, and abuse of City resources;
- Completing specified annual assessment and reporting activities.

Audits Organization

The Audits Organization performs audits of City departments, agencies, services, and contractors and nonprofits that receive City funding. These audits help ensure efficient, effective, and accountable government, and support informed policy decisions by providing timely information in high-quality, reliable reports. The division reports findings of its audits to the Mayor, Board of Supervisors, Civil Grand Jury, commissions, department management, and to the general public.

Performance Audits assess the effectiveness and efficiency of City departments in meeting their mission and goals, and determine if programs, policies, and procedures of departments are producing their intended or desired results. Performance audits may also test whether a department or program has complied with applicable laws, regulations, and requirements stipulated in the Charter, Administrative Code, ordinances and policy statements. These audits also assess compliance with leases and other types of contracts, as well as compliance with accepted business practices. Performance audits may also assess departments' use of performance measures to report their success in meeting their objectives. The City Services Auditor mandate is to audit a department, portion of a department, or function on a five to seven year cycle.

Financial and financial-related audits may assess systems of internal controls and City finances and operations to assure that assets are protected and managed in accordance with requirements stipulated in the Charter, Administrative Code, ordinances, policy statements, and accepted business practices.

The Whistleblower Unit is responsible for administering a hotline (3-1-1) and website (www.sfgov.org/whistleblower) to receive complaints alleging waste, fraud or abuse of City resources; to investigate or refer complaints as appropriate; and to track complaints to resolution.

Contact Monica Wu at 554-7519 for more information.

City Performance

City Performance staff provide analytical, managerial, and technical assistance services to other City departments on a citywide basis. The group works collaboratively with departments and elected officials on problem solving and on issues that require a cross-departmental approach, and provides technical assistance to enable City departments to measure, manage, and improve their services. Projects are drawn from a variety of sources; they may be proposed by the Controller and Mayor, developed to implement an audit recommendation, or developed in consultation with City departments. Usually projects are completed within three or four months but may be longer as required.

In addition, the group provides performance information through:

- Working with departments to develop meaningful performance measures and methods of tracking them, verifying data and maintaining a citywide database of performance measures;
- Publishing performance information in the Mayor's Budget Book and developing reports for the public and policy makers; and

- Conducting an annual survey of citizens' opinions of City services.

Contact Patti Erickson at 554-4542 for more information.

Annual Reviews

Finally, the City Services Division is also required to conduct annual reviews of:

- Streets, sidewalks, and parks standards and maintenance;
- City management and employment practices affecting public service delivery;
- The top five workers' compensation and overtime spenders among City departments with recommendations for improvements.

Contact Peg Stevenson at 554-7522 or Tonia Lediju at 554-5393 for more information.

VIII. Payroll & Personnel Services Division

Payroll and Personnel Services Division (PPSD) is the central processing center for payroll for the City and County of San Francisco. The functions of the division are as follows:

Timesheet Processing

The City pays its employees on a biweekly basis. All time is reported to the departmental payroll offices and entered into time entry subsystems. The time entered into subsystems is transmitted to the mainframe payroll system on the Wednesday before payday. Once all the data is edited and reviewed, the payroll is processed on Thursday night and checks and reports are printed on the Friday before payday.

TESS (Time Entry Scheduling System)

The City uses a time and attendance system called TESS. Most departments are using this standard for time input processing. The system allows for the rules found in the union contracts to be applied.

New Hires, Terminations and Changes

Departments prepare new hire forms after receiving approval from the Department of Human Resources (DHR). These forms are submitted to PPSD for data entry into the centralized payroll system. After the employee is on the system, a timesheet can be processed. The new hire form should be submitted as soon as possible so that the employee can be paid in a timely manner. Employees cannot be paid until the new hire form is authorized and processed by PPSD.

Changes and terminations are processed on Personnel Action Request (PAR) forms, which are turnaround documents produced by the payroll system.

All of these transactions are handled by the payroll or personnel office of your department and require an authorized signature.

Adjustments, Deductions and Manual Checks

PPSD processes adjustments to correct pay problems from prior pay periods, processes retroactive payments, and prepare manual checks if an employee did not receive a check on payday. The departmental payroll office prepares a Problem Description Form (PDF) and submits it to PPSD for processing. PPSD reviews and enters it into the system for payment on the next appropriate pay cycle. If the submitted document has a problem, PPSD contacts the departmental payroll office to resolve the discrepancy. PPSD issues a manual check if necessary, but makes every effort to add the adjustment to the next pay cycle.

PPSD sets up all payroll deductions, such as voluntary deductions like Electronic Fund Transfers (EFT) of paychecks to employees' banks and union dues, as well as involuntary deductions such as garnishments and IRS levies. The Retirement System controls retirement deductions; the Health Service System controls health insurance deductions.

Replacing Lost or Stale-Dated Payroll Checks

You request replacement for lost or stale-dated payroll checks through your department payroll section. To have the check replaced, your department payroll section will complete the *LOST PAYCHECK INFORMATION* side of the *LOST PAYCHECK AFFIDAVIT FORM* and have it signed by your department's appointing officer. The employee will complete and sign the *EMPLOYEE INFORMATION* portion of the affidavit form. The employee or your department payroll section will send the original signed *LOST PAYCHECK AFFIDAVIT FORM* to the Controller's PPSD, at 875 Stevenson St., Room 235, San Francisco, CA 94103, to have the paycheck replaced. If your department payroll section does not have the form, *contact Maria Delos Reyes (PPSD), at 558-7847.*

Taxes and Reconciliation

PPSD receives and processes employee W-4 forms for each employee so that they have the appropriate tax deduction on their paycheck. PPSD then remits the federal, state and social security taxes to the government. PPSD interfaces with the accounting system each pay period and reconciles the payroll accounts with FAMIS Accounting. Biweekly payroll accounting reports are sent to the departments with the paychecks.

Paycheck Distribution

Every two weeks, PPSD produces approximately 30,000 checks/advices and numerous reports for the entire City. The day before payday, the reports and checks are bundled together and picked up from 875 Stevenson St. by messengers and taken to the departmental payroll and/or personnel offices for distribution.

Problem Resolution

Start with your payroll and/or personnel office if you have a question or problem. PPSD has a good working relationship with each departmental payroll office and they know how to address most issues. *Contact Seretha Gallaread at 558-7865* and she will direct you to the best person to solve your problem.

Attachment 1 – Frequently Asked Questions

Accounting in the City

Where do I find the City's chart of accounts?

The chart of accounts that lists all the object codes for revenues and expenditures for the City's ONLINE FAMIS (Financial Accounting and Management Information System) is located on the City's SFGOV intranet website:

<http://famis.sfgov.org/controllerspolicies/> > Chart of Accounts.

Where can I get training on the City's accounting system?

The Controller's Office Accounting Operations and Systems Division (AOSD) provides ONLINE FAMIS training for department users. Department fiscal officers or someone designated by your fiscal officer must authorize training in writing or via e-mail sent through the department's designated training coordinator. The training coordinator forwards the pertinent information to the AOSD training registrar, who will forward security forms for completion. ONLINE FAMIS security and password setup are required prior to attending classes. *Contact Myrna Evangelista in the Systems Division at 554-7484.*

Are all encumbrances automatically closed out at fiscal year-end? How do you carry forward encumbrances?

At fiscal year-end, the Controller's Office issues a memorandum to all departments regarding the Annual Appropriation Carryforward Request. This memorandum provides departments with instructions on how to request a carryforward of unexpended annual appropriations. Unencumbered balances of all annual appropriations are automatically closed to Fund Balance at fiscal year-end. However, unencumbered balances of funds budgeted for specific non-recurring items or services that are not in the base budget for that fiscal year and that could not be fully spent or encumbered by fiscal year-end can be requested for carryforward to the next fiscal year. These carryforwards must be used in the next fiscal year for the same purpose for which they were originally budgeted; otherwise, the department must submit a request for supplemental appropriation to the Mayor and the Board of Supervisors.

Audits

What is the difference between financial and performance audits?

Financial audits determine whether departments present financial information fairly, and whether internal controls are adequate and assets are properly safeguarded. Financial audits also review the propriety of transactions.

Performance audits determine if programs, policies, and procedures of departments are producing their intended or desired results. Performance audits measure the efficiency and effectiveness of City operations, and whether a department or program has complied with applicable laws and regulations.

Who decides which departments or programs are audited?

State or local laws mandate some audits, particularly financial audits. The Mayor's Office, the Board of Supervisors, or the departments themselves may request other audits. Also, a whistleblower complaint may result in an investigative audit. Finally, the Controller and the Audits Organization may decide to conduct audits based on information they have received about problems or deficiencies in a department or program.

Once an audit is completed, what happens?

An audit report is written and issued to the Mayor's Office, Board of Supervisors, Civil Grand Jury, auditee, various other agencies, and the public. The reports identify problems or deficiencies and make recommendations for correcting them. The Audits Organization follows-up with the auditee six months, one year, and two years after the report is issued to ensure that action on the recommendations has been taken. Audit reports are presented on the Controller's Office internet website:
<http://www.sfgov.org/site/controller> > Reports

Budgets & Analysis

What is the BPMS (Budget and Performance Measurement) System and where can I get training on it?

The BPMS System is a part of the City's interconnected electronic financial system, which also includes ONLINE FAMIS (Financial Accounting and Management Information System). BPMS is used throughout the budget development process. Data from it underlies all reports the Mayor's Office and the Board of Supervisors use to review and approve departmental budgets. When the budget process is complete, the data in BPMS is interfaced into ONLINE FAMIS where it becomes your budget for the new fiscal year.

BPMS data also is used to generate the Annual Appropriation Ordinance (AAO) and the Annual Salary Ordinance (ASO). These two documents are the City's official legislation giving, respectively, appropriation authority and position authority for the fiscal year. Departments should organize their BPMS hierarchy and data to reflect how they actually operate.

The Controller's Office Budget and Analysis Division provides training in December of each year. *Contact Tom DiSanto at 554-7554* for more information.

How do I know the status of my budget?

Each month, the Controller's Office sends expenditure and revenue reports to departments. These show the status of appropriations and project selected sources and uses of funds to fiscal year end. In addition, on-line departments can retrieve up-to-date fiscal information from ONLINE FAMIS.

What's the difference between budget, appropriation, and allotment?

A budget begins by a department requesting funding. The request goes to the Mayor, is then reviewed and approved by the Board of Supervisors, and then enacted into an ordinance called the Annual Appropriation Ordinance (AAO).

An appropriation is an authorization to expend money for specific purposes (salaries, services, equipment, etc.).

Allotments make portions of an appropriation available for expenditure. The Controller can set up allotments to be quarterly or semiannually. The allotment schedule ensures that departments do not over-expend their appropriations before the end of the fiscal year. An allotment schedule can be adjusted to meet unusual circumstances if the department can demonstrate to the Controller that it can stay within its budget, even with the additional allotments.

[Refer to the *San Francisco Administrative Code, Chapter 3 Budget Procedures and Chapter 10 Finance, Taxation, and Other Fiscal Matters, Article 1 In General, Sec. 10.01. Effect of Appropriation Ordinance and Sec. 10.05. Allotments.*]

What if an unusual situation arose and my budget will be insufficient for the balance of the year?

If this situation arises, contact the Controller's Budget Office or the Mayor's Budget Office. With the approval of the Mayor's Office, departments can submit a supplemental appropriation request. The supplemental follows the same route as the budget – recommendation by the Mayor, certification that funds are available by the Controller, approval by the Board of Supervisors, and enactment into law by ordinance. Note that until the Board approves a supplemental appropriation request, departments have no authority to incur obligations or over-expend funds previously appropriated. *Contact the Controller's Budget Office at 554-7554 or the Mayor's Budget Office at 554-6158.*

What are the rules for budget transfers?

The San Francisco Administrative Code Section 3.18 outlines the rules for budget transfers, “The Controller, upon request of the Mayor, other officials, boards or commissions of the City and County, may transfer any unused balance or portion thereof from previously appropriated funds to augment existing appropriations as long as the transfer is within the same fund and governmental section. The Controller shall notify the Mayor and the Board of Supervisors of any transfer of funds made pursuant to this section that exceeds 10 percent of the original appropriation to which the transfer is made. No such transfer of funds shall be made to an appropriation which was previously reduced by action of either the Mayor or Board of Supervisors in their review of the budget for the current or prior fiscal year.”

What steps do I take to change or enact a new departmental service charge?

Fees are typically authorized through the Municipal Code. Please contact the Budget & Analysis Division director, *Leo Levenson at 554-4809* for more information.

Online departments can verify the need for requests for carryforward by checking ONLINE FAMIS Sub-funds Table Maintenance Screen 5055. If the sub-fund's All-Years Option = N, a request is required. Offline departments should call their Fund Accounting Supervisors for assistance.

Employment & Payroll

What role does the Controller play in the hiring process?

The Controller's Office checks all personnel requisitions to determine that the department has sufficient funds available and an authorized position in the budget.

How are employees paid? What do we do in case of a mistake?

The Controller's Payroll and Personnel Services Division (PPSD) is responsible for paying approximately 30,000 City employees. City employees are paid biweekly on alternate Tuesdays seven weekdays after the end of the pay period. Biweekly pay periods run from a Saturday through the next following Friday. Example: a pay period could start on Saturday, January 1, run through Friday, January 14, with pay issued on Tuesday, January 25. Retirement deductions are controlled by the Retirement System; health insurance deductions are controlled by the Health Service System; all other deductions, taxes, union dues, etc., are processed through the employee's department to PPSD. Problems with pay, deductions, etc., should be referred to the department payroll clerk, who will refer them to PPSD if necessary. Payroll problems or questions for the San Francisco Community College District or San Francisco Unified School District should be referred to those respective departments.

Purchasing

How do we make an emergency or urgent purchase immediately?

If you need to make an urgent purchase that's within your authorized budget, contact the Purchaser and the Controller's Fund Accounting Supervisor for advice. *Administrative Code Section 6.30* specifically defines an "actual emergency". In those situations, expenditures require the department head obtain approval in writing from the Mayor and/or the president of the department's board or commission and, if over \$25,000, of the Board of Supervisors. Notify the Controller immediately of the work involved or the contract entered into and its estimated cost.

Where can I get training on the City's purchasing system?

The City's purchasing system is FAMIS Purchasing, which interfaces with FAMIS Accounting. The Controller's Accounting Operations and Systems Division manages ONLINE FAMIS. Department fiscal officers or someone designated by your fiscal officer must authorize training in writing or via e-mail sent through their department's FAMIS Purchasing Liaison. The FAMIS Purchasing Liaison emails the pertinent information to the FAMIS Purchasing Help Desk or calls the *FAMIS Purchasing Help Line at 554-7878*. Note that access to FAMIS Purchasing is not authorized until the

classes are completed. It is advisable to sign up as soon as possible as there are long waiting lists.

Where can I find the City's purchasing system manual?

The City's FAMIS Purchasing System Training Manual is posted on the Controller's intranet site at: <http://www.sfgov.org/site/intranet/?id=34719#purchasing> . For questions on FAMIS Purchasing, please contact the *FAMIS Purchasing Help Line at 554-7878*.

Additional Frequently Asked Questions

The Controller's Office has compiled many more frequently asked questions on its intranet website regarding:

- Accounting Operations
- Claims and Disbursements
- Grants Management
- Questions from the Public and Vendors
- Questions from departments
- Stop Lien Notices
- Claims Against the City
- Questions from the Public about Grants and Gifts

Please refer to the following link:

http://www.sfgov.org/wcm_controller/ControllersPolicies/index.html > Accounting Operations and Systems > Frequently Asked Questions

Attachment 2 – Common Acronyms

Acronym	Definition
AAO	Annual Appropriation Ordinance
AOSD	Accounting Operations and Systems Division
ASO	Annual Salary Ordinance
BUDGET SYSTEM	Budget and Performance Management System
CAFR	Comprehensive Annual Financial Report
COWCAP	Countywide Cost Allocation Plan
CSA	City Services Auditor
DHR	Department of Human Resources
EFT	Electronic Fund Transfers
EIS	Executive Information System
HRMS	Human Resource Management System
LDS	Labor Distribution System
ONLINE FAMIS	Online Financial Accounting Management Information System
PAR	Personnel Action Request
PDF	Problem Description Form
PPSD	Payroll and Personnel Services Division
TESS	Time Entry Scheduling System

Attachment 3 – Controller's Guidelines

The Controller's Office Guidelines are maintained by the Accounting Operations and Systems Division and are located at the following City and County of San Francisco intranet website:

<http://famis.sfgov.org/controllerspolicies/>

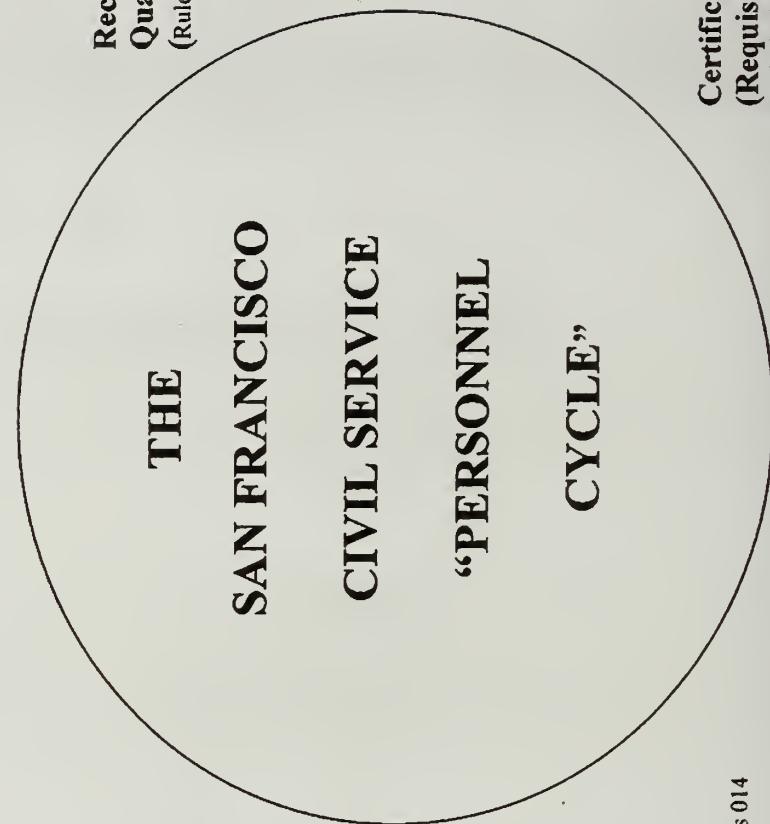
These guidelines provide Controller's Office policies and procedures for accounting operations, budget, and payroll for City departments.



III. Appendices

AE. Employment Procedures

POSITION CREATED
↓
POSITION CLASSIFIED
↓



Separation
(Rule Series 17, 19 & 22)

**Recruitment - Examination
Qualifications and Applicants**
(Rule Series 10)

Employment (Rule Series 09, 15, 16, 18,
20, & 21)

Examinations
(Rule Series 11 Examinations)

Probationary Period
(Final Phase of Selection Process)
(Rule Series 17 Probationary Periods)

Eligible Lists
(Rule Series 12 Eligible Lists)

Validation of Appointments
(Rule Series 02 Definitions and Rules Series 014
Appointments)

Certification of Eligibles
(Requisition Required)
(Rule Series 13) Certification of Eligibles

Appointments
(Rule Series 14 Appointments)

The Civil Service Commission has established the Civil Service Adviser to enhance delivery of information on important employment issues and policies affecting the merit system of the City and County of San Francisco.

Civil Service Adviser



WHAT IS THE MERIT SYSTEM?

The Merit System of making appointments is in its essence as democratic and American as the common school system itself." *Theodore Roosevelt - 26th President of the United States.*

WHAT IS THE MERIT SYSTEM AND HOW IS IT ADMINISTERED IN THE CITY AND COUNTY?

In response to a burst of public outrage during the late 1800's, civil service was established as a path to "good government."

Civil service, also known as the merit system, was created to assure that the recruitment and retention of a qualified work force, and, the selection and promotion of employees providing public services and compensated by tax dollars is conducted in a fair and impartial manner and in a competitive fashion.

Today's increased public demand for accountability, high performance and ethical standards require a visible, objective public personnel process provided by a merit system. The City's merit system, administered by the Civil Service Commission, was first established by voters in the 1900 Charter. The Charter approved by voters in 1996 reinforces the merit system under the jurisdiction of the Civil Service Commission and delineates the merit system responsibilities of the City's Personnel Department - the Department of Human Resources.

The Civil Service Commission is responsible for the establishment of Rules, policies and procedures and the hearing of appeals. The Human Resources Department implements the merit system through the administration of its examination, classification and merit system programs.

The Civil Service Commissioners serve six-year terms. The Charter requires Civil Service Commissioners and the Human Resources Director to make a declaration upon their appointment opposing appointments to public service as a reward for political activity.

THE CITY'S MERIT SYSTEM PRINCIPLES

The principles of the City's merit system include:

- 1) recruitment, employment, retention and promotion of employees on the basis of qualifications and performance; and,
- 2) high

performance and ethical standards, consistent with hiring the best-qualified individual who has successfully completed the examination process, placed on an eligible list and completed the probationary period. It is the goal and policy of the Civil Service Commission to provide fair treatment of applicants in all aspects of employment without regard to race, religion, national origin, ethnicity, age, disability, gender identity, political affiliation, sexual orientation, ancestry, marital or domestic partnership status, parental status, color, medical condition, and otherwise prohibited nepotism or favoritism.

WHAT IS THE SCOPE OF THE CITY'S MERIT SYSTEM?

The scope of the merit system of the City and County of San Francisco is defined as examinations; eligibility; duration of eligible lists; certification of eligibles; appointments; promotions; transfers; resignations; lay-offs or reduction in force, both permanent and temporary, due to lack of work or funds, retrenchment or completion of work; the designation and filling of positions, as exempt, temporary, provisional, part-time, seasonal or permanent; classification; status and status rights; probationary status and the administration of probationary periods, except duration; pre-employment and fitness for duty medical examinations, except for the conditions under which referrals for fitness for duty examinations will be made, and the imposition of new requirements; conflict of interest; definition; administration and other merit system matters not in conflict with the Charter.

QUESTIONS:

Department Of Human Resources:

Merit System Services	557-4923
Employee Relations Division	557-4990
Internal Services	557-4849
Equal Employment Opportunity	557-4832
Civil Service Commission	252-3247

Civil Service Commission

Karen Clopton, President

Rosabella Safont, Vice President

Donald A. Casper, Commissioner

Morgan R. Gorrono, Commissioner

Adrienne Pon, Commissioner

Kate Favetti, Executive Officer

CONGRATULATIONS!

To the Department of Human Resources award recipients in the categories of Outstanding Performance, Leadership, Customer Service, Team Excellence, Unsung Heroes, and Human Resources Director's Award. You all do us proud!!

The Civil Service Commission has established the Civil Service Adviser to enhance delivery of information on important employment issues and policies affecting the merit system of the City and County of San Francisco.

APPOINTMENTS

Civil Service Adviser



This issue of the Adviser covers the various types of appointments defined in the Civil Service Commission Rules and the Charter.

PERMANENT CIVIL SERVICE

An appointment made as a result of a certification/referral from an eligible list to a permanent position or to a position declared permanent. Employees appointed permanent civil service are required to serve a probationary period. Permanent employees who have completed the probationary period acquire certain rights under the merit system including but not limited to rights described in Civil Service Commission Rules on status, employment and separations.

PROBATIONARY

Probationary describes the status of civil service employees during a trial performance period following permanent appointment. This is the final and most important phase of the selection process. The probationary period for permanent civil service employees commences when the person selected from an eligible list starts work on the payroll as permanent civil service. Employees serving a probationary period are considered "at-will" and serve at the discretion of the Appointing Officer.

TEMPORARY CIVIL SERVICE

An appointment made as a result of a certification from an eligible list to a temporarily funded position. Temporary appointments are of limited duration. Temporary civil service employees may have some rights to "just cause" (see applicable CBA) and seniority for layoff purposes. Temporary appointees may be eligible for selective certification as addressed in Civil Service Adviser No. 11/2000.

PROVISIONAL

Provisional is the term used when an appointment is made to a permanent, declared permanent or temporary position in the absence of an available eligible or eligible list or in an emergency which in either case, is time limited to a Charter maximum of three (3) years unless otherwise approved by the Board of Supervisors. With the exception of service critical classifications at the Municipal Transportation Agency (MTA), the Human Resources Director (HRD) approves all provisional appointments. In accordance with Civil Service Commission (CSC) Rules, provisional appointments, including those at the MTA, are made on the basis of a combination of merit factors, equal employment opportunity and, if promotive, consideration of performance appraisal ratings and experience. Provisional employees may have some rights to "just cause" and seniority for layoff purposes (see applicable CBA), but do not acquire any preference or right to permanent employment.

QUESTIONS:

Department Of Human Resources:

Merit System Services	557-4923
Employee Relations Division	557-4990
Internal Services	557-4849
Equal Employment Opportunity	557-4832

Civil Service Commission	252-3247
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EXEMPT

The Charter provides for positions and appointments excluded from civil service appointment and removal procedures. These positions and appointments are defined as "exempt." Exempt employees are considered "at-will" and serve at the discretion of the appointing officer. Department Heads may but are not required to use merit system criteria as guidelines in exempt selection, appointment and employment. However, Federal, State and Local anti-discrimination laws continue to apply to exempt selection, employment and removal decisions.

CATEGORIES AND LIMITATIONS OF EXEMPT POSITIONS/APPOINTMENTS

In 1996, the voters approved the 1996 Charter, which defined the use of exempt employment. The Charter provides for 19 categories of employment excluded from civil service:

The 19 categories are generally organized into three groups: *Group I*, which is subject to a Charter imposed "cap" of the percent of full-time exempt employees to the total number of employees that existed on July 1, 1994, is comprised of a variety of positions including but not limited to deputies of department heads, executive assistants, confidential secretaries, legislative analysts/assistants. In accordance with the Charter, the CSC established the "cap" at 2% and adopted Rules and policies that require requests for exempt positions over the "cap" be approved by the CSC. *Group II* continues the 1932 Charter exempt appointments. *Group III* includes temporary and seasonal appointments which do not exceed half time in a fiscal year; replacement of civil service employees on leave (limit of 2 years); special projects and professional services with limited term funding; and the City's program of employment of the severely disabled. In accordance with the Charter, the CSC adopted Rules and policies that allow the Department of Human Resources (DHR) to approve exempt positions in Group III subject to appeal to the CSC. The CSC also requires the HRD to report regularly on these positions.

Each request for an exempt position under Charter Section 10.104 is reviewed by staff of the Merit System Services unit of DHR to determine if the proposed position meets established criteria for use of exempt appointment.

ADDITIONAL EXEMPT APPOINTMENTS

In November 1999 the voters also approved Proposition E which created the MTA and added an additional category of exempt appointments exclusive to MTA managerial positions. Under Charter Section 8A.10, MTA reports to the CSC on an annual basis on the status of its Classification plan and exempt appointments.

Civil Service Commission

Rosabella Safont, President
 Donald A. Casper, Vice President
 Morgan R. Gorrono, Commissioner
 Adrienne Pon, Commissioner
 Linda Richardson, Commissioner

Kate Favetti, Executive Officer

Memo

To: All Employees
From: H.R. Department
Re: Summer Employee Travel Benefit

Cancun, Jamaica or Hawaii

\$149 pp

- **Duration:** 6 days & 5 nights w/ all meals included for only
- **Dates:** You choose your dates. Packages are open dated and valid for 1 full YEAR

Included in package:

- **Resort stay** - Choose your 4-5 star resort
- **Corporate Meal Plan** - All Meals and Drinks (Alcohol/non-alcohol) included 24 hrs a day
- **Children stay and eat for free**
- **Unlimited activities including non-motorized water sports**
- **Up To 60 % Off Air**

Free Bonus

5 Days and 4 Nights Orlando FL with 2 Disney Tickets

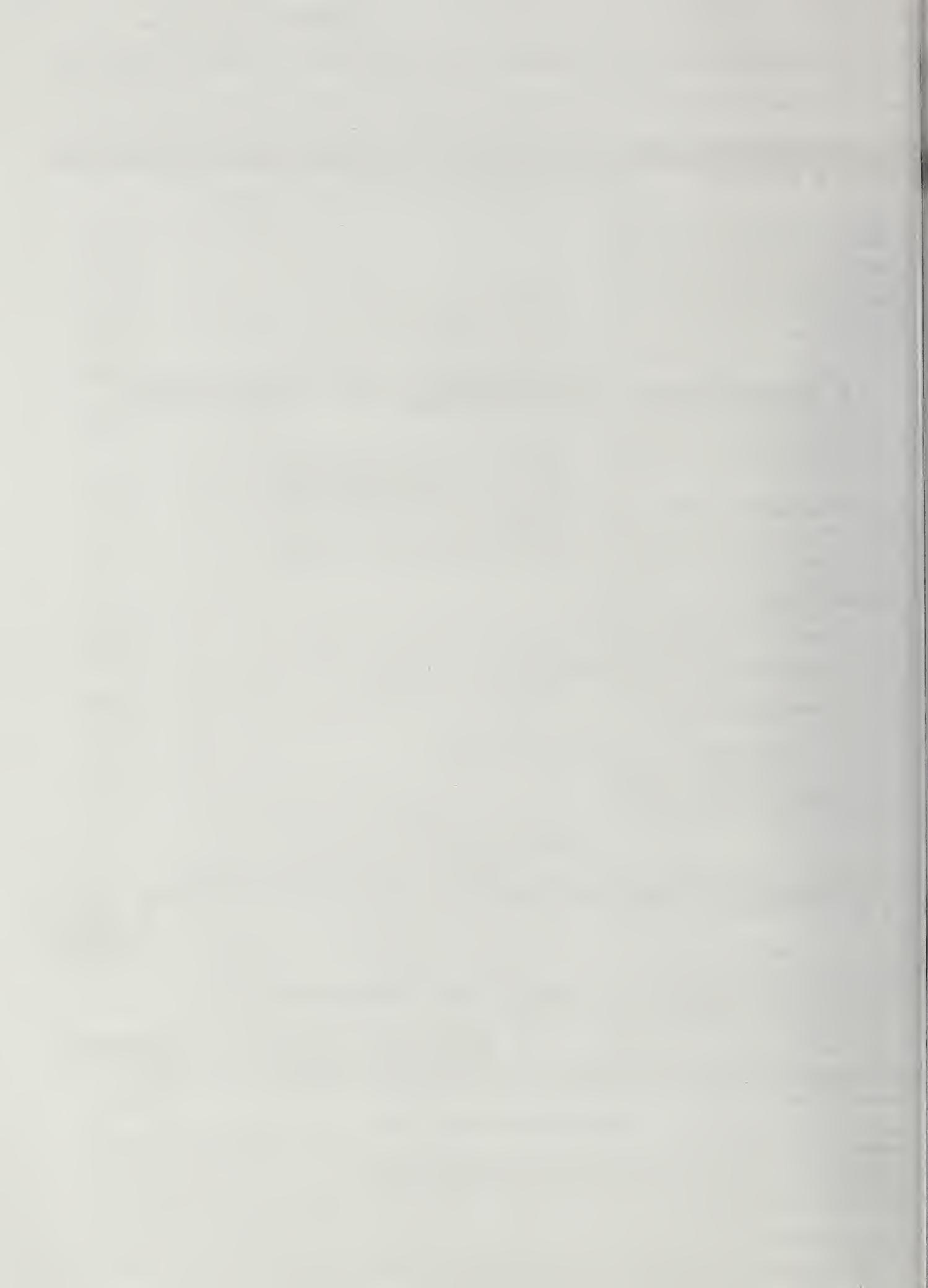
&

3 Days and 2 Nights South Beach Miami

Booking and Reservations at **(888) 267 – 8675**

Reservations code: NEWPORT102

For fax number removal, please call 1-888-393-1379.



The Civil Service Commission has established the Civil Service Adviser to enhance delivery of information on important employment issues and policies affecting the merit system of the City and County of San Francisco.

Civil Service Adviser



Certification of Eligibles

WHAT IS AN ELIGIBLE?

An "eligible" is a person who has standing on a list that is utilized by the department head to fill a vacancy in a class (job code). An eligible gains standing on an eligible list when that person has submitted a job application, been deemed qualified and successfully competed in the examination process according to the terms of the examination announcement.

WHAT IS THE CERTIFICATION OF ELIGIBLES?

Eligibles are notified of 1) their standing on a tentative eligible list, 2) the inspection period, and 3) any appeal rights. When an eligible list has been formally adopted, civil service appointments may be made. Certification of Eligibles is a term used to describe the process of referring to a department head persons who have standing on an eligible list and are available for civil service appointment. The date of certification is used to determine certain merit system rights such as status and seniority in a class (job code).

HOW DOES THE DEPARTMENT OF HUMAN RESOURCES DETERMINE WHICH ELIGIBLES ARE REFERRED FROM THE ELIGIBLE LIST TO A DEPARTMENT TO FILL A VACANCY?

The Department of Human Resources (DHR) Referral Unit determines which scores from an eligible list are to be referred to the department head to fill a vacancy by considering these factors: 1) the number of vacancies approved for hire (requisitions); 2) the Certification Rule to be applied and 3) the availability of eligibles at each score (rank). There is one exception to this provision - selective certification (see column two).

RULE OF THREE CERTIFICATION

The "Rule of Three" refers to the Charter requirement that the department head must consider at a *minimum*, the three highest scores from a list of eligibles to fill a vacancy. To fill more than one vacancy, the Referral Unit considers the number of vacancies plus two (2) scores.

EXPANDED CERTIFICATION

Expanded certification is any certification beyond the Rule of Three scores. Expanded certification (except Rule of the List) operates on the same principle as the Rule of Three. For example, to implement the Rule of Five Scores, DHR refers five highest scores to the department head for consideration; if there are two requisitions

available for appointment, then six scores are referred to the department head for selection.

DHR is required to refer all available eligibles to the department head when applying a *Rule of the List* certification.

SELECTIVE CERTIFICATION

Selective certification occurs when an employee who has been certified from a *regularly adopted eligible list* to a temporary position demonstrates six (6) months satisfactory job performance. Such employees are entitled to appointment to a permanent position within the same classification (job code) ahead of other eligibles standing higher on the list. Documentation of civil service status and performance must comply with DHR procedures on selective certification.

WHO IS A REACHABLE ELIGIBLE?

"Are you reachable?" is a common question when talking about eligible lists and filling vacancies. Being "reachable" is a term used to describe when an eligible is available for appointment and is among the top scores that may be used to fill a vacancy. To determine who is "reachable", DHR is required to count the number of requisitions approved, apply appropriate Certification Rule and determine the availability of eligibles at each score. All available eligibles who place in this calculation are "reachable" for appointment. Eligibles who are not available (under waiver), but otherwise "reachable", are not included in the referral.

WHEN IS A SCORE EXHAUSTED?

There may be more than one person for each score. In fact, the 1991 Charter amendment which resulted in the *minimum* certification of Three Scores, contemplated tie scores. A score continues to be referred to the department head until there is no one left in that score. The score is exhausted when there are no available eligibles in the score. If an eligible not available for appointment, has his/her waiver lifted, then the score is no longer considered exhausted and is to be counted among the scores referred to the department head.

QUESTIONS:

Department of Human Resources:

Merit System Services	557-4923
Employee Relations Division	557-4990
Internal Services	557-4829
Equal Employment Opportunity	557-4832

Civil Service Commission

252-3247

CONGRATULATIONS!

To the recipients of the Public Managerial Excellence Awards:

Susan Hildreth

Sam A. Mehta

Jeffrey G. Adachi

Janice Anderson-Santos

Jimmie Gilyard

Rick Ruvolo

San Francisco Public Library

San Francisco Airport Commission

Public Defenders Office

Department of Human Services

Department of Human Services

Administrative Services and the

Department of the Environment

Civil Service Commission

Adrienne Pon, President

Rosabella Safont, Vice President

Donald A. Casper, Commissioner

Morgan R. Gorrono, Commissioner

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The Civil Service Commission has established the Civil Service Adviser to enhance delivery of information on important employment issues and policies affecting the merit system of the City and County of San Francisco.

Civil Service Adviser

WHAT IS THE CITY POLICY ON THE SELECTION FROM CIVIL SERVICE ELIGIBLE LISTS?

The City's policy as adopted by the Civil Service Commission requires that the selection of eligibles from civil service eligible lists must be based on merit and fitness without regard to race, religion, sex, national origin, ethnicity, age, disability, gender identity, political affiliation, sexual orientation, ancestry, marital or domestic partnership status, parental status, color, medical condition, or other non-merit factors or otherwise prohibited nepotism or favoritism. Appointments are made with due consideration to providing equal employment opportunity.

WHAT IS THE DEPARTMENT HEAD'S RESPONSIBILITY WHEN MAKING A SELECTION FROM AN ELIGIBLE LIST?

The Department Head is responsible for selecting the best qualified eligible utilizing uniform non-discriminatory merit based selection procedures.

The Department of Human Resources refers eligibles to a department upon receipt of an approved requisition. With a limited exception (addressed in response to the next question heading), eligibles referred to a department by the Department of Human Resources must be notified of the available vacancy by the department. Eligibles must be given a minimum of five (5) business days to respond to the notification. When a department requests supplemental information a longer response period should be provided.

The department head/designee may determine the appropriate method to screen eligibles who have expressed interest. This screening process must be non-discriminatory and merit system compliant and could include, but not limited to resumes, updated applications, writing exercises, work samples, skills checklists, and performance reviews.

The Civil Service Commission and the Department of Human Resources highly recommend that department head/designee interview the remaining candidates in order to select the best-qualified individual. The interview panel should be diverse and must ask job-related questions. The department is required to maintain documentation of all screening and selection criteria and may be subject to audit by the Department of Human Resources or the Civil Service Commission.

ARE PROVISIONAL EMPLOYEES GUARANTEED PERMANENT CIVIL SERVICE APPOINTMENT?

NO. The Civil Service Commission Rules regulate the merit system specifically stating that provisional employees shall not acquire the right to preference for permanent civil service appointment (Rule 14). This means that provisional employees must successfully compete in a civil service examination process and be reachable on the eligible list to be considered for permanent civil service appointment (Rule 14). A provisional employee who was hired pursuant to a recruitment and selection process may be selected for permanent appointment without the department interviewing that individual or any other candidate if the provisional employee: a) successfully completed the examination process; b) is on the eligible list; c) is reachable on the eligible list; d) is performing competently and effectively in the department. The department head/designee may also decide that another reachable eligible is best qualified for the job, in which case, the provisional employee would be displaced.

QUESTIONS:

Department Of Human Resources:	
Merit System Services	557-4923
Employee Relations Division	557-4990
Internal Services	557-4849
Equal Employment Opportunity	557-4832
Civil Service Commission	252-3247

The San Francisco Civil Service Commission

Karen Clopton, President

Rosabella Safont, Vice President

Donald A. Casper, Member

Morgan R. Gorrono, Member

Adrienne Pon, Member

Kate Favetti, Executive Officer





Civil Service Commission has established the Civil Service Adviser to enhance delivery of information on important employment issues and policies affecting the merit system of the City and County of San Francisco.

CIVIL SERVICE SENIORITY

This issue of the Civil Service Adviser responds to recent questions on civil service seniority. The content in this issue relates specifically to areas under the jurisdiction of the Civil Service Commission.

WHAT IS CIVIL SERVICE SENIORITY?

Civil service seniority is the length of time that an employee has been certified civil service to a position in a class (job code) and department. Civil service seniority is different from departmental seniority often found in Collective Bargaining Agreements and used to bid for shifts, vacations and other departmental matters.

WHY IS CIVIL SERVICE SENIORITY IMPORTANT?

Civil service seniority represents the date when civil service rights are applied to employees who have successfully completed the examination process, ranked on an eligible list and have been selected and appointed to a position. These rights include but are not limited to status, layoff, reemployment, bumping or transfer rights.

HOW IS CIVIL SERVICE SENIORITY CALCULATED?

Civil service seniority is calculated from the date the Department of Human Resources (DHR) referred and certified reachable eligibles from an eligible list to a department head which resulted in an appointment to a position in a department. Employees may have the same certification date, but a different start work date. It is the certification date that determines civil service seniority. Civil service seniority in a department for employees, appointed by reinstatement or transfer, for example, is calculated from the date of notice from DHR. However, employees in this example retain citywide civil service seniority from the first date of certification in the class.

HOW DOES SENIORITY RELATE TO LAYOFFS?

Layoffs result from lack of work, lack of funds, displacement by an eligible from a Civil Service list or retrenchment (reduction in anticipation of lack of funds). Layoffs are determined by seniority in an employment status within each class in a department and the City. Within an employment status, the least senior employee in a class, within the department is laid off first and referred to DHR for a determination of citywide seniority and possible placement, reemployment, bumping, or reinstatement rights. Generally, employees without civil service status are laid off prior to employees with civil service status. Employees with civil service status include those

employees who have been appointed temporary civil service (appointed from an eligible list to a temporary requisition), probationary or permanent civil service. Generally, temporary civil service employees in the class are laid off before probationary employees. Probationary employees in the class are laid off before permanent civil service employees in the class.

BUMPING

The least senior employee in a class within the department is laid off first. Layoffs in each department occur in reverse seniority order i.e. the least senior person is the first to be laid off. Bumping occurs when there are no vacant positions that can be filled by the affected employee resulting in a more senior employee bumping a less senior employee in the same class in another department.

SPECIAL QUALIFICATIONS

On occasion, positions have special job qualifications in addition to the minimum qualifications listed on an examination announcement. These special qualifications are also known as "Exceptions to the Order of Layoff." Employees, to occupy such positions, must meet the additional qualifications.

REEMPLOYMENT

In the event of layoff, employees with civil service status are placed on a reemployment list called a "Holdover Roster" in rank order of seniority. Provisional employees do not have civil service rights and therefore are not included on the Holdover Roster. Persons on the Holdover Roster have priority of appointment to vacant positions as they become available. Acceptance of a permanent position in a class and department other than that from which laid off will require a new probationary period. Employees who were laid off during the probationary period and who return to the class and department from which laid off will receive credit for the period of probation served prior to layoff. Holdovers may be required to pass a new medical examination and/or background investigation prior to returning to work.

If a holdover is not reemployed within five years and has not forfeited holdover rights, the Department of Human Resources may, after review of all circumstances, extend holdover status. The decision of the Human Resources Director may be appealed to the Civil Service Commission.

QUESTIONS:

Department Of Human Resources:

Merit System Services	557-4923
Employee Relations Division	557-4990
Internal Services	557-4849
Equal Employment Opportunity	557-4832
Civil Service Commission	252-3247

CIVIL SERVICE COMMISSION

Rosabella Safont, President
Donald A. Casper, Vice President
Morgan R. Gorrono, Commissioner
Adrienne Pon, Commissioner
Linda Richardson, Commissioner

Kate Favetti, Executive Officer



III. Appendices

AF. Labor Relations

LABOR RELATIONS

Collective bargaining for the City's approximately 30,000 employees takes place under the umbrella of the Meyers-Milias-Brown Act (MMBA), our City Charter and our Employee Relations Ordinance. State and local law grants public employees, even managers, the right to unionize and the right to *bargain in good faith* over matters within the *scope of representation*. Such matters include wages and benefits, and a broad array of working conditions including work hours, work schedules, workloads, uniforms and equipment, discharge and disciplinary procedures, workplace safety issues and more. MMBA does not require a public employer to directly bargain core *management rights* such as the ability to consider and make decisions about the *merits, necessity or organization* of any service or activity provided by the City. The end result of collective bargaining is a memorandum of understanding (MOU) that then must be adopted as an ordinance by the Board of Supervisors to become effective.

In San Francisco, collective bargaining is centralized for certain purposes and decentralized for others. Wages and significant benefits are primarily policy decisions made by the Mayor's Office and are subject to budgetary constraints and interest arbitration criteria. Working conditions are often determined at the Department level in cooperation with the Employee Relations Division (ERD) of the Department of Human Resources (DHR), which has a primary function to maintain the consistency and administer ability of such conditions across departmental lines. Retirement benefits are set by the voters and administered by the Retirement System. Health benefits are determined primarily through the Health Service Board, though certain aspects are determined through collective bargaining. Core merit system issues such as our classification and examination processes are within the sole and exclusive jurisdiction of the Civil Service Commission and are not bargainable at all.

Under the Charter, the formal responsibility for collective bargaining belongs to the Director of Human Resources, who reports directly to the Mayor. Charter section 11.100 provides that "the Mayor through the Human Resources Director or his/her designee and in consultation with the Board of Supervisors shall be responsible for" labor negotiations.

As a practical matter, the responsibility for managing labor relations is a collaborative effort between DHR-ERD, the City Attorney's Office, the Controller's Office, all other City Departments, and of course, the Mayor's Office and the Board of Supervisors. Generally, responsibilities are segregated in the following manner:

Mayor's Office – provides primary policy and operational direction for bargaining;

Board of Supervisors – consults in the labor negotiation processes; approves labor contracts and arbitration awards;

Controller's Office – advises Mayor's Office on budgetary matters; assists DHR-ERD/City Attorney with costing, research and data;

DHR-ERD – represents the City on most collective bargaining subjects and processes;

City Attorney's Office – assists DHR-ERD with coordination of city-wide labor negotiations; provides chief negotiators, coordination and legal advice; handles arbitrations, drafts and approves MOUs as to legal form; and

City Departments – provide input, participate in bargaining, administer contract provisions.

MMBA requires public employers to establish local rules to administer their labor relations programs. The City's local procedures are found in its Charter and its Employee Relations Ordinance. The Employee Relations Ordinance establishes a process by which city job classifications are assigned to bargaining units and allows for employees in each bargaining unit the right to elect a labor organization to represent them. As a practical matter, most of the City's unions have been around for many years with each representing the following types of employees:

Union	Union Local or Acronym	Work Performed by Represented Employees	Approximate Number of Employees Represented	Key Departments
Operating Engineers	Local 3	Craft	54	Airport, DPW, Rec & Park, Water
Painters	Local 4	Craft	104	Airport, DPW, MTA, Port, DPH, Rec & Park, Water
Electrical Workers	Local 6	Craft	714	Airport, DBI, DPW, Hetch Hetchy, MTA, Port, Rec & Park, DOT, Water
Bricklayers	Local 3	Craft	6	Airport, DPW
Theatrical Stage Employees	Local 16	Craft	16	War Memorial
IFPTE, Local 21	Local 21	engineers, architects and misc. professional and technical employees	3709	Most Departments
Pile Drivers	Local 34	Craft	14	Port
Hod Carriers	Local 36	Craft	6	DPW
Plumbers	Local 38	Craft	295	DBI, DPW, Fire, Hetch Hetchy, Port, DPH, PUC, Rec & Park, Water
Soft Floor Coverers	Local 12	Craft	2	DPW
Stationary	Local 39	Craft	573	Academy of

Union	Union Local or Acronym	Work Performed by Represented Employees	Approximate Number of Employees Represented	Key Departments
Engineers				Sciences, Airport, Asian, Clean Water, DPW, Fire Hatch Hatchy, Juvenile, MTA, Library, Rec & Park, Sheriff, War Memorial, Water
Roofers	Local 40	Craft	9	Port, Rec & Park
Sheet Metal Workers	Local 104	Craft	40	Airport, DPW
Glaziers	Local 718	Craft	10	DPW, MTA
Auto Mechanics	Local 1414	Craft	373	Admin Services, Airport, Hatch Hatchy, MTA, Port, Water
Union of American Physicians and Dentists	UAPD	Doctors	217	Adult & Aging, Animal Care, Medical Examiner, Police, DPH
Transit Workers Union	Local 200	Investigation, Transport Operators	271	City Attorney, MTA, Police, Library
Teamsters	Local 853	Truck Drivers	148	Airport, DPW, MTA, Port, DPH, Water
Carpenters	Local 22	Craft	101	Airport, DPW, Port, DPH, Rec & Park, Water
SEIU, Local 1021 (single MOU)	Local 1021	Miscellaneous, Clerical and Custodial	7237	Most Departments
	Local 1021	Health Care Workers	1712	Airport, DHS, Juvenile, Medical Examiner, DPH
	Local 1021	Social Service Workers	1392	Adult, DPW, DHS, Juvenile, DPH
SEIU, Local 1021 Staff	Local 1021	Nurses	1381	DPH

Union	Union Local or Acronym	Work Performed by Represented Employees	Approximate Number of Employees Represented	Key Departments
Nurse				
SEIU, Local 1021 Fire Rescue Paramedic	Local 1021	Fire Rescue Paramedics	12	SFFD
Transit Workers Union, Local 250A (Multi)	Local 250A	<ul style="list-style-type: none"> • Miscellaneous • Auto Service Workers and • Transit Operators 	2193	Airport, DPH, Library, Rec & Park, MTA, Police, Library, Water
Laborers	Local 261	Craft	907	Airport, DPW, Hetch Hetchy, Port, Rec & Park, Water
Municipal Attorneys Association	MAA	Attorneys	425	City Attorney, District Attorney & Public Defender
Teamsters 350	Local 350	Animal Keepers	2	Rec & Park
Municipal Executives Association	MAA	Managers	942	Various Depts.
Iron Workers	Local 377	Craft	15	Airport, Rec & Park
SF DA Investigators Association	DAIA	Investigators	27	District Attorney
SF Deputy Sheriffs' Association	DSA	Deputy Sheriffs	824	Sheriff
Cement Masons	Local 580	Craft	19	DPW
SF Probation Officers Association		Probation	121	Adult Probation, Juvenile Court
SF Firefighters	Local 798	Fire	1495	Fire Department

Union	Union Local or Acronym	Work Performed by Represented Employees	Approximate Number of Employees Represented	Key Departments
Association				
Teamsters 856 (Multi)	Local 856	<ul style="list-style-type: none"> • Miscellaneous • Supervising Nurses 	196	DPW, DHR, Rec & Park, Medical Examiner, DPH
Police Officers' Association	POA	Police	2387	Police
SF Building Inspectors		Building Inspectors	66	Building Inspection
Supervising Probation Officers	Local 3		18	Adult Probation, Juvenile Court
SF Institutional Police Officers Association	Inst. Police	Protection	7	Sheriff's Office, Library, War Memorial
SFIRA/CAIR	Interns and Residents		200	DPH
Unrepresented			145	Various Depts.

As matters currently exist, labor relations procedures are also contained in five different sections of the Charter. The Charter generally prohibits City employees from striking. Each section of the Charter specifies slightly different terms and conditions governing collective bargaining and the applicable impasse resolution procedures. With unique exceptions for nurses and transit operators, most city labor unions are covered by a section of the Charter that provides for binding interest arbitration of impasses.

1. Section A8.403 – Nurses

This Charter section governs collective bargaining for nurses employed by San Francisco. It requires the Civil Service Commission to certify to the Board of Supervisors the highest prevailing salary schedule granted in collective bargaining to comparable nurses in the adjacent six county area in either the public or private sector. There are two units of nurses established under Section A8.403, one unit of staff nurses represented by SEIU Local 1021 and another unit of supervising nurses represented by Teamsters Local 856. Altogether, approximately 1600 staff nurses and supervisors are represented in these two bargaining units.

2. Section A8.404 – Transit Operators

Section A8.404 of the Charter covers the City's transit employees. Section A8.404 requires that the rates of pay for transit employees be set yearly at a rate not less than the average of the two highest wage schedules for transit systems employing at least 400 operators in cities with a population of at least 500,000. The Transportation Workers Union, Local 250-A, represents a bargaining unit of approximately 2,100 transit operators and platform employees under Section A8.404.

3. Section A8.409 – Miscellaneous Employees

Section A8.409 applies to all miscellaneous officers and employees and some "safety employees" including probation officers and institutional police officers. The section provides for mediation and/or interest arbitration if the parties are unable to reach voluntary agreement at the bargaining table. Several factors are taken into account in arbitration, including the City's financial condition, the cost of living, other wage increases recently awarded to City employees, and compensation comparability data for employees performing similar work in other public sector jurisdictions. Altogether, approximately 23,000 employees are covered under this section.

4. Section A8.590 – Safety Employees

Section A8.590 applies to police officers, fire fighters, and deputy sheriffs. Similar to A8.409 in several respects, this section provides that wage rates are to be set through collective bargaining or, if there is an impasse in collective bargaining, through mediation and/or binding interest arbitration. Approximately 4300 employees are covered under this section.

5. Section 8A.104 — Service Critical Employees at MTA

In November 1999, the San Francisco voters approved Proposition E, a Charter amendment that established the Municipal Transportation Agency ("MTA" or "Agency"). See Charter Section 8A.100 et seq. The Agency is governed by a board of seven directors appointed by the Mayor and confirmed by the Board of Supervisors. Unless expressly provided otherwise, the Agency is subject to the requirements of the Charter and is obligated to comply with all of the restrictions and requirements imposed by City ordinances. While labor relations procedures remained mostly unchanged for transit operators and other employees at MTA deemed "service critical" by that Agency, this section requires that the interest arbitration process, where applicable, contemplate factors unique to the transit industry.

In sum, labor relations in the City and County of San Francisco are extremely complex. The Charter, Employee Relations Ordinance, Civil Service Rules and nearly 40 MOUs each play a part in shaping our employees' wages and job benefits.

For more information contact: Elizabeth Salveson, Chief Labor Attorney @ (415) 554-3809.



III. Appendices

AF2. Employee Organizations

EMPLOYEE ORGANIZATIONS	Employee Group Code No.	PHONE #	FAX #
Automotive Machinists, Local 1414	130	650-341-2689	650-341-4050
Bricklayers Local 3	007	510-632-8781	510-632-8261
Building Inspectors Association (2 MOUs)		415-355-1322	415-355-0816
1. Chief Inspector	929		
2. Journey Inspector	930		
Carpenters, Local 22	236	415-355-1322	415-355-0816
Carpet, Linoleum & Soft Tile Workers, Local 12	012	415-701-1112	415-701-1130
Cement Masons Union Local 300 (Area #580)	580	415-468-4411	415-468-7121
CIR/SEIU (Interns & Residents)	981	415-861-5235	415-563-9914
Deputy Probation Officers Association	651	415-553-9513	415-553-1771
Deputy Sheriffs' Association	498	415-861-8060	415-861-8057
District Attorney Investigators Assn.	419	415-753-4474	415-551-9505
Electrical Workers, Local 6	006	415-861-5752	415-861-0734
Fire Fighters, Local 798 (2 MOUs)		415-621-7103	415-621-1578
1. Unit 1	798		
2. Unit 2	799		
Glaziers, Local 718	718	415-864-7181	415-864-8718
Hod Carriers, Local 36	036	408-536-0466	408-297-6374
I.A.T.S.E., Local 16	016	415-441-6400	415-243-0179
I.F.P.T.E., Local 21	021	415-864-2100	415-864-2166
Institutional Police Officers Association	969	510-748-7438	510-521-4886
Ironworkers, Local 377	377	415-285-3880	415-285-0717
Laborers International Union, Local 261	261	415-826-4550	415-826-1948
Municipal Attorneys' Association	311	415-554-4679	415-972-6301
Municipal Executives' Association (3 MOUs)		415-989-7244	415-989-7077
1. MEA –	351		
Miscellaneous	352		
2. MEA –Fire	353		
3. MEA –Police			
4. MEA –Sheriffs			
Operating Engineers, Local 3	003	510-748-7438	510-521-4886
Painters, Local 1176	004	510-632-7456	510-632-7459
Pile Drivers, Local 34	034	510-635-4227	510-635-1234
Plasterers and Shophands, Local 66	066	415-467-6066	415-467-6805
Plumbers, Local 38	038	415-626-2000	415-626-2009
Police Officers Association	911	415-861-5060	415-552-5741
Roofers, Local 40	040	415-508-0261	415-508-0321
San Francisco Assn. of Personnel Professionals *	022	415-864-2100	415-864-2166
SEIU Local 1021			
1. Miscellaneous	790	510-350-4527	510-451-6928
2. Nurses	791	415-848-3611	415-431-6241
3. Paramedics	793	415-848-3611	510-431-6241
Sheet Metal Workers, Local 104	104	650-697-0664	650-697-3587
Stationary Engineers, Local 39	039	415-861-1135	415-861-5264
Supervising Probation Officers, Local 3	965	510-748-7438 ext. 3382	510-521-4886
Teamsters, Local 350	350	650-757-7290	650-757-7294

EMPLOYEE ORGANIZATIONS	Employee Group Code No.	PHONE #	FAX #
Teamsters, Local 853	216	650-871-7525	650-952-7490
Teamsters, Local 856 (2 MOUs)			
1. Miscellaneous	856	650-635-0111	650-635-1632
2. Supervising Nurses	858		
TWU, Local 200	200	415-922-9428	415-922-9415
TWU, Local 250-A (3 MOUs)		415-922-9495	415-922-9416
1. Miscellaneous	251		
2. Automotive Service Worker	252		
3. Transit Operator	253		
UAPD (2 MOUs)		510-839-0193	510-763-8756
1. Journey Level	164		
2. Supervisory Level	163		
Unrepresented Employees			
1. Miscellaneous	001		
2. Management	002		

• *Organization affiliated with IFPTE Local 21*

ADDRESS LIST OF EMPLOYEE ORGANIZATIONS

CITY AND COUNTY OF SAN FRANCISCO

AUTO, MARINE & SPECIALTY PAINTERS, LOCAL UNION NO. 1176

8400 Enterprise Way, Room 124
Oakland, CA 94621
Phone #: (510) 632-7456
Fax #: (510) 632-7459

AUTOMOTIVE MECHANICS UNION LOCAL NO. 1414

150 South Boulevard
San Mateo, CA 94402-2470
Phone #: (650) 341-2689
Fax #: (650) 341-4050

BRICKLAYERS AND ALLIED CRAFTSMEN, LOCAL 3

8400 Enterprise Way, Room 103
Oakland, CA 94621
Phone #: (510) 632-8781
Fax #: (510) 632-8261

CARPET, LINOLEUM AND SOFT TILE WORKERS, LOCAL 12

555 DeHaro, Suite 280C
San Francisco, CA 94103
Phone #: (415) 701-1112
Fax #: (415) 701-1130

CEMENT MASONS UNION LOCAL 300

150 Executive Park Blvd., Suite 1000
San Francisco, CA 94134
Phone #: (415) 468-4411
Fax #: (415) 468-7121

COMMITTEE OF INTERNS & RESIDENTS /SEIU, AFL-CIO

1338 Mission St.
San Francisco, CA 94103
Phone #: (415) 861-5235
Fax#: (415) 563-9914
www.cirseiu.org

National Office
520 8th Avenue, Suite 1200
New York, NY 10018
Phone #: (800) 247-8877
Fax #: (212) 356-8111

ELECTRICAL WORKERS, LOCAL 6.

(International Brotherhood of Electrical Workers, Local 6)
55 Fillmore St.
San Francisco, CA 94117
Phone #: (415) 861-5752
Fax #: (415) 861-0734

GLAZIERS, LOCAL 718

555 DeHaro, Suite 280A
San Francisco, CA 94103
Phone #: (415) 864-7181
Fax #: (415) 864-8718

HOD CARRIERS, LOCAL 36

509 Emory St.
San Jose, CA 95110
Phone #: (408) 536-0466
Fax #: (408) 297-6374

**INTERNATIONAL ALLIANCE OF THEATRICAL STAGE EMPLOYEES &
MOVING PICTURE MACHINE OPERATORS OF THE UNITED STATES &
CANADA, LOCAL 16 (I.A.T.S.E.)**

240 Second Street
San Francisco, CA 94105
Phone #: (415) 441-6400
Fax #: (415) 243-0179

IRONWORKERS, LOCAL 377

570 Barneveld Ave.
San Francisco, CA 94124
Phone #: (415) 285-3880
Fax #: (415) 285-0717

LABORERS INTERNATIONAL UNION OF NORTH AMERICA, LOCAL 261

3271 - 18th Street
San Francisco, CA 94110
Phone #: (415) 826-4550
Fax #: (415) 826-1948

MUNICIPAL ATTORNEYS' ASSOCIATION OF SAN FRANCISCO

c/o Ropers, Majeski, Kohn & Bentley
201 Spears St., Suite 1000
San Francisco, CA 94105
Phone #: (415) 972-6338
Fax #: (415) 972-6301

Contact at Ropers:
Phone #: (415) 274-6324
Fax #: (415) 274-6301

**NORTHERN CALIFORNIA CARPENTERS REGIONAL COUNCIL/
LOCAL 22 & BUILDING INSPECTORS ASSOCIATION**

2085 3rd Street
San Francisco, CA 94107
Phone #: (415) 355-1322
Fax #: (415) 355-0816

NCCRC / PILE DRIVERS, DIVERS, WHARF & DOCK BUILDERS, LOCAL 34

55 Hegenberger Place
Oakland, CA 94621
Phone #: (510) 635-4227
Fax #: (510) 635-1234

OPERATING ENGINEERS, LOCAL 3

(Operating Engineers Local Union No. 3 of the Intl. Union of Operating Engrs, AFL-CIO)
444 Sixth Street
San Francisco, CA 94103
Phone #: (415) 861-8060
Fax #: (415) 861-8057

PHYSICIANS AND DENTISTS (UAPD)

(California Federation of the Union of American Physicians & Dentists)
1330 Broadway, Suite 730
Oakland, CA 94612
Phone #: (510) 839-0193
Fax #: (510) 763-8756

PLASTERERS AND SHOPHANDS, LOCAL 66

150 Executive Park Blvd., Suite 1200
San Francisco, CA 94134
Phone #: (415) 467-6066
Fax #: (415) 467-6805

PLUMBERS, LOCAL 38

(United Association of Journeymen and Apprentices of the Plumbing and Pipe
Fitting Industry, Local Union No. 38)
1621 Market Street
San Francisco, CA 94103
Phone #: (415) 626-2000
Fax #: (415) 626-2009

PROFESSIONAL AND TECHNICAL ENGINEERS, LOCAL 21

(International Federation of Professional and Technical Engineers, Local No. 21, AFL-CIO)
Orpheum Theater Building
1182 Market Street, Room 425
San Francisco, CA 94102-4921
Phone #: (415) 864-2100
Fax #: (415) 864-2166

ROOFERS, LOCAL 40

150 Executive Park Blvd., Suite 3625
San Francisco, CA 94134-3309
Phone #: (415) 508-0261
Fax #: (415) 508-0321

SAN FRANCISCO DEPUTY PROBATION OFFICERS' ASSOCIATION (SFDPOA)

P.O. Box 883831
San Francisco, CA 94188-3831
Phone #: (415) 553-9513
Fax #: (415) 753-1771

SAN FRANCISCO DEPUTY SHERIFFS' ASSOCIATION

(An affiliate of Operating Engineers, Local 3)
444 6th Street
San Francisco, CA 94103
Phone #: (415) 861-8060
Fax #: (415) 861-8057
or
1620 South Loop Road
Alameda, CA 94502-7090
Phone #: (510) 748-7438
Fax #: (510) 521-4886

SAN FRANCISCO DISTRICT ATTORNEY INVESTIGATORS ASSOCIATION

732 Brannan Street	P.O. Box 77567
San Francisco, CA 94103	San Francisco, CA 94107-0567
Phone #: (415) 551-9565	
Fax #: (415) 551-9504	

SAN FRANCISCO FIREFIGHTERS, LOCAL 798

1139 Mission Street, 2nd Floor
San Francisco, CA 94103-1514
Phone #: (415) 621-7103
Fax #: (415) 621-1578

SAN FRANCISCO INSTITUTIONAL POLICE OFFICERS ASSOCIATION

P.O. Box 410867
San Francisco, CA 94121-0867
Phone #: (415) 206-4927
Fax #: (415) 206-4928
NOTE: Represented by Operating Engineers, Local 3
1620 South Loop Road, Alameda, CA 94502-7090
Phone #: (510) 748-7438
Fax #: (510) 521-4886

SAN FRANCISCO MUNICIPAL EXECUTIVES' ASSOCIATION

870 Market St., Rm. 460
San Francisco, CA 94102-3011
Phone #: (415) 989-7244
Fax #: (415) 989-7077

SAN FRANCISCO POLICE OFFICERS' ASSOCIATION

800 Bryant St., 2nd Flr.
San Francisco, CA 94103
Phone #: (415) 861-5060
Fax #: (415) 552-5741

SERVICE EMPLOYEES INTERNATIONAL UNION LOCAL 1021

350 Rhode Island, Suite 100 South
San Francisco, CA 94103
Phone #: (415) 848-3611
Fax #: (415) 431-6241
Or
100 Oak Street
Oakland, CA 94607
Phone #: (510) 350-4527
Fax #: (510) 451-6928

SHEET METAL WORKERS, LOCAL 104

858 Hinckley Rd.
Burlingame, CA 94010
Phone #: (650) 697-0664
Fax #: (650) 697-3587

SANITARY TRUCK DRIVERS AND HELPERS, TEAMSTERS, LOCAL NO. 350

295 89th St., Suite 304
Daly City, CA 94015
Phone #: (650) 757 7290
Fax #: (650) 757-7294

STATIONARY ENGINEERS, LOCAL 39

(International Union of Operating Engineers, AFL-CIO)
337 Valencia Street
San Francisco, CA 94103
Phone #: (415) 861-1135
Fax #: (415) 861-5264

SUPERVISING PROBATION OFFICERS, OPERATING ENGINEERS, LOC. 3

1620 South Loop Road
Alameda, CA 94502-7090
Phone #: (510) 748-7438
Fax #: (510) 521-4886

TEAMSTERS, LOCAL 853 (Formerly Teamsters Local 216)

West Bay Division
151 West 20th Ave.
San Mateo, CA 94403
Phone #: (650) 871-7525
Fax #: (650) 952-7490

TEAMSTERS, LOCAL 856

453 San Mateo Avenue
San Bruno, CA 94066
Phone #: (650) 635-0111 or (800) 758-8326
Fax #: (650) 635-1632

TRANSPORT WORKERS UNION, LOCAL 200

Transport Workers Union of America, Local 200
1446 Fillmore St., Suite 223
San Francisco, CA 94115
Phone #: (415) 922-9428
Fax #: (415) 922-9415

TRANSPORT WORKERS UNION, LOCAL 250-A

(Transport Workers Union of America, Local 250-A, AFL-CIO)
1508 Fillmore St., Suite 211
San Francisco, CA 94115
Phone #: (415) 922-9495
Fax #: (415) 922-9416



III. Appendices

AG. Office of Contract Administration

OFFICE OF CONTRACT ADMINISTRATION/PURCHASING

Lynn Khaw, OCA

The Office of Contract Administration (OCA)/Purchasing is part of the General Services Agency. The office is at City Hall, Room 430, 1 Dr. Carlton B. Goodlett Place, San Francisco, CA 94102. The general office phone number is (415) 554-6743, and the website is at <http://www.sfgov.org/oca>.

Purchasing buys material, equipment, and services for the various departments of the City and County of San Francisco. For most commodities and general services under \$10,000, your department may follow the City's procurement process without the assistance of a Purchaser. (See "Decentralized Purchasing" for details.)

Purchasing does not process public works or improvement contracts.

For Professional Services, departments conduct a competitive procurement through a Request-for-Proposal (RFP) process. The RFP must be posted on the Purchasing website, and this process is governed by the rules and regulations promulgated by Purchasing. (See "Procurement of Commodities and Services.")

You may call (415) 554-6743 to determine which Purchaser is assigned to your department or go to Purchasing's website and click on "List of Buyers and How to Contact Them." Please call the assigned Purchaser if you have any questions about procurement. There are five large departments that have Purchasers onsite: Public Utilities Commission, San Francisco International Airport, Municipal Transportation Agency, Department of Public Works and San Francisco General Hospital.

PROCUREMENT OF COMMODITIES AND SERVICES

Commodities are defined as products, including materials, equipment and supplies. Services include general services and professional services. General services are non-professional services. Examples of general services include janitorial, security guard, pest control, parking lot attendants and landscaping services. Examples of professional services are the services of architects, engineers, software developers, consultants and physicians.

The City uses competitive bidding processes governed by the Charter, Administrative Code, Environmental Code and other codes. Pertinent Administrative Code sections are: Chapter 21, Acquisition of Commodities and Services; Chapter 12B, Nondiscrimination in Contracts; Chapter 14B, Local Business Enterprise Ordinance; Chapter 12G, Prohibition on Use of Public Funds for Political Activity by Recipients of City Contracts, Grants, and Loans; Chapter 12P, Minimum Compensation Ordinance; Chapter 12Q, Health Care Accountability Ordinance; Chapter 12U, Sweatfree Contracting Ordinance; and Chapter 83, First Source Hiring Program. Pertinent Environmental Code requirements are: Chapter 1, Precautionary



(Purchasing) Principle; Chapter 5, Resource Conservation; Chapter 8, Tropical Hardwood and Virginia Redwood Ban; and Chapter 13, Arsenic-Treated Wood.

Under the Charter and the Administrative Code, the City's general approach to procurement of commodities and services is centralized. This means Purchasing makes purchases on your department's behalf. Additionally, Purchasing consolidates purchases of commodities and general services using term contracts. Term contracts have lower prices, more favorable terms and reduced administrative time in placing orders because the procurement is conducted using citywide buying power. It is a Citywide policy that if items needed by the department are in the term contracts, departments should buy such items from the term contract vendor. The list of term contracts is distributed to the contracting officers, buyers, financial personnel, and others Citywide on a monthly basis. If you want a copy, you may request it from Purchasing.

Professional services are services that require extended analysis, the exercise of discretion and independent judgment in their performance or the application of an advanced, specialized type of knowledge, expertise or training customarily acquired either by a prolonged course of study or equivalent experience in the field. Examples of professional services include architects, engineers, accountants and non-licensed professionals such as software developers financial and other consultants. Each City department handles its own professional services contracts using the RFP method for formal solicitation. After issuing an RFP and conducting an evaluation, the department makes a recommendation to Purchasing, which then officially awards the contract.

Prior to your ordering goods or the vendor rendering any services, funds must be encumbered by the issuance of a purchase order. However, orders below \$200 can be placed without a purchase order and paid with a direct voucher. All purchases, even those below \$200, must be made from a vendor that complies with all of the City's requirements. Please note that Purchasing does not handle the following types of purchases: travel, training, claims, membership, advertising, postage, subscriptions and utilities. These types of transactions are handled in FAMIS, the City's accounting system.

CONTRACTING REQUIREMENTS

The following is a synopsis of the requirements for competitive solicitation of commodities, general services and professional services:

COMMODITIES

- ❖ \$0 - \$10,000 – bidding is not required. However, departments are encouraged to solicit written bid or price quotations especially from LBEs and select the lowest responsive and responsible bidder. Departments issue their own purchase orders.

- ❖ For procurement of Commodities over \$10,000, departments must submit a requisition to Purchasing. Purchasing conducts bidding in accordance with Purchasing's and Human Rights Commission's requirements.

GENERAL SERVICES

- ❖ \$0 - \$10,000 – no bidding is required. However, departments are encouraged to solicit written bid or price quotations especially from LBEs and select the lowest responsive and responsible bidder. Departments issue their own purchase orders.
- ❖ Over \$10,000 but less than \$29,000 – Purchasing conducts informal bidding in accordance with Purchasing's and Human Rights Commission's requirements.
- ❖ \$29,000 or more – Purchasing conducts formal bidding in accordance with Purchasing's and Human Rights Commission's requirements.

PROFESSIONAL SERVICES

- ❖ \$0 - \$10,000 – no solicitation is required. However, departments are encouraged to solicit written bid or price quotations especially from LBEs and select the lowest responsive and responsible bidder.
- ❖ Over \$10,000 but less than \$29,000 – informal solicitation is required. Departments are to follow the informal bidding rules set forth in Section IV.D., Human Rights Commission Rules and Regulations.
- ❖ \$29,000 or more – a formal solicitation is required. Departments should follow the formal bidding rules set forth in Administrative Code Section 14B.7.



DECENTRALIZED PURCHASING:

The Purchaser allows departments to buy Commodities and General Services up to \$10,000. Items which may not be purchased by departments, even if they are under \$10,000, include:

1. Unbudgeted equipment;
2. products or services on Citywide Blankets or Term Contracts;
3. Items for lease purchase;
4. Tropical hard woods and products;
5. Mattresses and furniture;
6. Video display terminals (VDTs) and related products;
7. Computer equipment and supplies, computer software and technology services;
8. Telecommunication equipment and wiring; and
9. Cars, trucks and vehicles. For these items and any items over \$10,000, departments must contact the Purchaser assigned to their department. Also, splitting of orders and use of non-compliant vendors are not allowed under any circumstances.

PUBLIC WORKS OR IMPROVEMENT CONTRACTS:

Purchasing does not process public works or improvement contracts. The following departments are empowered to enter into contracts for public work or improvement: Department of Public Works, Airport, Port, San Francisco Public Utilities Commission, Recreation and Park, and Municipal Transportation Agency.



III. Appendices

AG2. Personal Services Contracts

The Civil Service Commission has established the Civil Service Adviser to enhance delivery of information on important employment issues and policies affecting the merit system of the City and County of San Francisco.

PERSONAL SERVICES CONTRACTS

The electorate in 1993 and in 1996 redefined the Civil Service Commission (CSC) role from the City's operational personnel department to a policy and rules making/appeals board. Consistent with these actions, the Commission's role in personal services contracts (PSCs) changed from approving individual contractors to determining if the scope of services is appropriate for contracting out. Civil Service Commission review of proposed personal services contracts is consistent with its authority to oversee the merit system. This authority includes that where there is a merit system, services provided to the public use public employees and a merit system.

The CSC also determines whether the circumstance pertaining to the need to provide services warrants the use of a personal services contract or contractors in lieu of civil service employees. Personal Services Contracts include agreements for services paid by the City and County of San Francisco with individuals, companies, corporations, non-profit organizations, and other public agencies. It is not the CSC's role to determine positions where work or services can be performed by contract at a lesser cost than similar work performed by City and County employees. By Charter definition (10.104-15), this function, often called "Prop J" contracting, is performed by the Controller and the Board of Supervisors.

REVISED POLICY

The CSC adopted revised policies and procedures on December 5, 1994 that clarified the roles of the CSC and the Department of Human Resources (DHR), streamlined and expedited the processing of PSCs and provided for monitoring and auditing of the contracting procedure placed by the Charter in the CSC's jurisdiction. Important points in the procedures include an appeal procedure to insure merit system oversight; a streamlined CSC approval process; CSC review of and an approval option consistent with the City and County's budgetary process. The current policy and procedure in place was jointly issued by the CSC/DHR in September 1996.

THE ROLE OF THE DEPARTMENT OF HUMAN RESOURCES

Department of Human Resources staff determines whether or not there are existing civil service class or classes that could perform the work or whether it is feasible or practical for civil service employees to perform the work. If there is no existing class available to perform the work, DHR determines if it is feasible to create a class. If there are civil service classes that could perform the work, among the compelling factors DHR staff considers are 1) immediately needed services—especially in transitional situations; 2) short-term projects requiring diverse, expert knowledge or skills; 3) services required on an as needed,

intermittent or periodic basis; 4) emergency situations involving health or safety hazards; 5) legal mandates for contractual services; 6) cases where the City lacks the required equipment or facilities; 7) situations where the City transmits the funds but does not directly provide service; 8) circumstances where it is required or prudent to employ non-City personnel, for example to make independent property appraisals; 9) cases where future funding is so uncertain that the establishment of new civil service positions, classes or programs is not feasible; and 10) Federal or State funding requirements specify the type of contractor who is to receive the funds.

UNION NOTICE, POSTING AND APPEAL

Consistent with CSC policy, affected employee organizations are notified of a department's request to contract out services prior to forwarding the request for DHR review. Some Collective Bargaining Agreements have additional requirements that must be considered in this process. Once DHR has completed its review, the department's request is posted. Affected employee organizations are also notified of the posting. Appeals of the posted proposed PSCs must be received by the Executive Officer, Civil Service Commission by noon of the seventh day of posting. Timely appeals will be considered by the CSC at its next regularly scheduled meeting. DHR forwards PSCs over \$50,000 where no appeal has been filed to the Executive Officer, Civil Service Commission to calendar on the Ratification Agenda.

CIVIL SERVICE COMMISSION APPROVAL

Personal Services Contracts \$50,000 or less do not require CSC approval. These PSCs are reviewed and approved by DHR and are known as "expedited PSCs". Misuse of expedited PSCs is prohibited. For example, the use of PSCs for multiple vendors for the same scope of services in the same department that cumulatively exceed \$50,000 require DHR and CSC approval. Expedited PSCs where funding is added so that the total exceeds \$50,000 must also be submitted to DHR and then CSC for approval.

The CSC retains final authority to approve PSCs after DHR review and posting. Normally, unopposed PSCs are placed on the CSC Ratification Agenda for either regular, continuing, annual, or qualified approval.

Annual approval of PSCs occurs simultaneously with the budget process and must be submitted to DHR by March 1. Continuing approval is granted by the CSC to comply with policy, funding or legal mandates. Regular approvals may be granted for those circumstances where "Annual" or "Continuing" approvals do not apply. The CSC may also grant an interim, conditional approval known as "Qualified Approval" pending consideration of alternatives.

QUESTIONS:

Department Of Human Resources:

Merit System Services	557-4923
Employee Relations Division	557-4990
Internal Services	557-4849
Equal Employment Opportunity	557-4832
Civil Service Commission	252-3247

CIVIL SERVICE COMMISSION

Rosabella Safont, President
Donald A. Casper, Vice President
Morgan R. Gorrono, Commissioner
Adrienne Pon, Commissioner
Linda Richardson, Commissioner
Kate Favetti, Executive Officer

